

PUBLIC RELATIONS

European TV audience . . .





COVER PHOTO

Entranced by TV's wonders, West Berlin youngsters watched the screen and saw four hours of both color and black-and-white projection featuring European entertainers. Their first experience seemed to prove that German youngsters would join their American counterpart as avid followers of Howdy Doody and Hopalong Cassidy. (See page 10)

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Does he know why America is great?

He may be able to give you the names and dates that highlight our history... quote the Gettysburg Address without a hitch. But does he understand our democratic traditions of freedom, achievement and initiative? Does he know why Americans can produce more goods, dress better, eat better and live better than anyone else in the world?

Does he know, in short, why America is great?

All over our nation, there is a growing awareness among educators and business leaders alike that if our nation is to continue to grow and prosper, we must bring the story of basic American economics to our school children... beginning right in the elementary grades. They realize, too,

that to be truly effective, those lessons in economics must be related to each child's daily experiences.

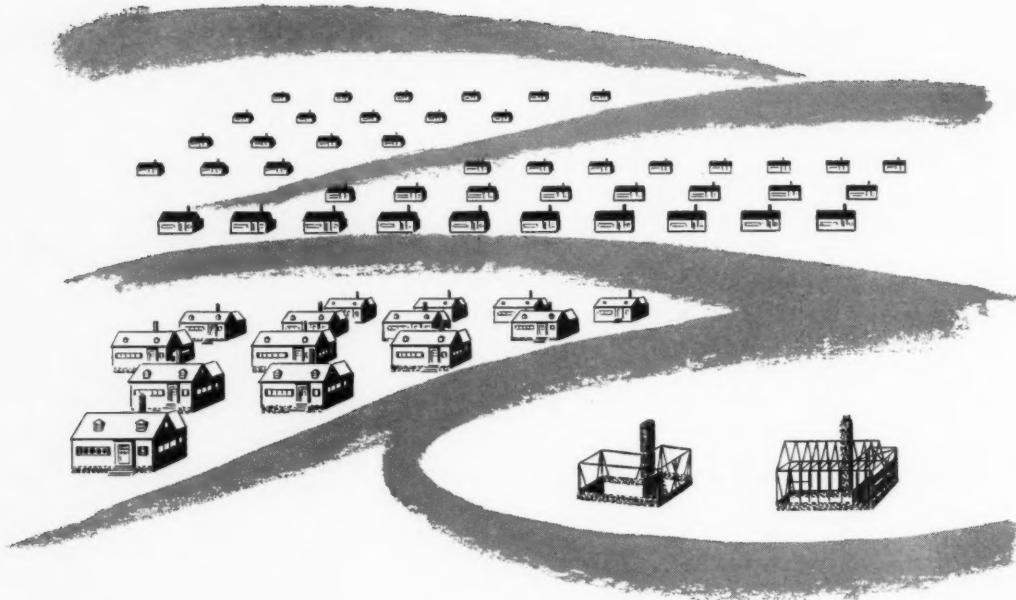
Here at General Mills, we have been working with educators in developing a program of economic education along just those lines. Our experience thus far has proved to us that it *can* be done.

This vitally important job is not a "one-company" undertaking. Every business, every industry—as a living example of our free economic system in action—has an important role to play in helping the schools of America.

The important thing is that *all* of us help... *now*.

WE'D LIKE TO TELL YOU about the many ways we can all work together with schools in the field of economic education. Write to us... Department of Public Services, General Mills, Minneapolis 1, Minn.
(Advertisement)





PRESTO . ANOTHER POPULATION SHIFT!

New problems in community relations can arise overnight.

Radio has the flexibility to meet them.

Today you see acres of farmland. Tomorrow, on the same site, an organized community of hundreds of families!

In these days of fantastic speed in housing developments, the company that wants good community relations must think fast. Plan fast. Act fast. These new residents are potential customers, employees, suppliers. The sooner you can make a favorable impression, the better.

Radio gets your story into their homes more quickly, and more economically, than any other medium. In many new communities, radio is the *only* medium that reaches anything like a real majority of the homes.

(Advertisement)

In six of the nation's leading industrial areas.. Boston, Springfield, Philadelphia, Pittsburgh, Fort Wayne and Portland, Oregon.. Westinghouse stations offer unique skill in handling community relations problems. They will be glad to show you how the personal touch of radio has helped other companies make friends with their neighbors. Perhaps *your* problems will respond to similar treatment.



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EDITORIAL PAGE

PR and Political Campaigns

IN HIS ANNUAL LUNCHEON address at the Chicago conference last November, Milton Fairman, the Society's 1951 President, urged his PR audience to take an active part in expressing the need for good government on the American scene—local, state and national. He urged a positive program of self-application that would make the effectiveness of America's public relations workers felt as skilled technicians in communications techniques.

His speech has brought wide acclaim from editors, columnists, members of Congress, educators, businessmen and political leaders. And one has only to look in a few directions to see response in increased activity in this current period of political importance. Several PRSA members are in the higher echelons of development in the campaign of General Eisenhower. Some have long been active in Mr. Taft's campaigns, present and past. The same may be said for adherents of Mr. Warren and Mr. Stassen.

Some are working as part-time, some as full-time advisors. Others have taken leaves of absence from their regular work to devote their attention to political activity. Many are retained on a professional basis. Certain members are in unique positions through special skills to broaden the public understanding of the elements that go to make up public opinion in campaign matters.

One PRSA member recently wrote a JOURNAL piece that was a "first-of-its-kind" on public relations considerations in activities of labor groups as political entities; another has just unearthed some new techniques in group "get-out-the-vote" problems; at least two members we heard of recently are developing new aspirants for the United States Senate.

In a national campaign year, activity of this sort is natural and expected. But such a period also dramatizes the fact that many PR people are long-time, continuing laborers in this important vineyard, and the spotlight of a national campaign year just does a little more to bring attention to the good work that is being done in the public interest.

PRSA has members who are or have been mayors, governors, and congressmen. A member who heads the press relations program of one of America's best known universities missed by two

votes on a recount being named mayor of a large eastern city just recently. He earned more than 34,000 votes.

The point is made that with the importance of the "get-out-the-vote" activity more apparent than ever, here is an opportunity where PR people as communications experts can apply their technical ability in a partisan or non-partisan way, and at any level of political organization, from the precinct on up.

The recent British election is a good case in point. The Conservatives had 321 votes as against 304 for the combined opposition, giving them a majority of 17. A loss of 9 seats would be enough to switch the balance of power. A careful tabulation shows that 9 seats could have been lost by a switch of only 1,487 votes of the total cast.

Political campaign work offers one practical laboratory where PR people may test their abilities with some hard-hitting application. They can also perform a public service of the highest order, in line with their partisan convictions.

Perseverance Wins!

FROM OUR ADVERTISING FRIENDS we have the following verse, probably written by that famous author Anonymous, which contains a lesson applicable to public relations as much as to advertising:

The constant drop of water wears away the
roughest stone,
The constant gnawing puppy masticates the
toughest bone,
The constant wooing lover carries off the blushing maid,
And the constant advertiser is the one who gets
the trade.

IN OUR OPINION, every company and organization should have a periodic Public Relations Audit, by an outside, objective public relations organization, for the same reason that it needs an annual financial audit by an outside, objective firm of Certified Public Accountants. What people are thinking is too important a matter to measure by hunches or by guess.

Recruiting and training for the new profession

*What are PR executives looking for among their recruits—and why?
Here are some of the results obtained from a recent mail survey*

By Bruce Watson

Assistant Director of Public Relations
General Foods Corporation

TODAY, in the middle of the second generation of professional public relations practice, public relations men face a sobering challenge: Will we come of age in the next decade, when we're due, as a profession among professions? Whether we attain this goal may depend largely on how wisely we select and prepare our people today for tomorrow's jobs, how we recruit and train.

Public relations is a rapidly moving, fluid state. If we visualize the profession as a stream, the form of the stream bed appears to have been roughly shaped out. The general course of the stream is fairly clear too, although its ultimate pattern across the plain can only be guessed at.

What is in the stream are assayable elements on the whole even though some of the materials have yet to settle out.

What is borne on the stream, and what may some day come to guide the

course and flow of the very stream itself, are the men and women who will form the frontal wave of the public relations profession in the tough days to come. These people are today's crop of PR recruits.

What are PR executives looking for among their recruits—and why? In an effort to get some answers to these questions, some of us at General Foods made a mail survey last fall among the directors of 162 public relations departments of industrial companies. Our queries brought a 74 per cent response. We also interviewed a number of representative PR executives as a partial control over the quiz results.

An added source of information was a portion of a study Opinion Research Corporation made early last year on some aspects of what PR executives look for in job applicants.

Answering the question "What especially do you look for in an applicant for public relations work?" 38 per cent of the ORC respondents rated news experience or training at the top of the list. Next in order, 28 per cent rated intelligence, common sense, and good judgment as the first considerations. An equal number would look for attractive personality and an ability to get along with people. About 1 in 4 would rate public relations training or experience or writing ability at the top. Surprisingly, only 22 per cent seem to feel that a college education is of prime importance.

Then, far, far down the line, with ratings of 5 to 8 per cent, come such factors as initiative, enthusiasm, sales or advertising experience, speaking ability, and specialized knowledge of the industry.

Our own study findings dovetail pretty closely with the order of the various qualifications the ORC report shows, but there is some variation in degree, a result possibly of the difference between methods and questions used.

For instance, in a free choice completion of the statement "the most productive areas of previous experience for people who work in PR are (name up to 3 fields in order of preference)," 54 per cent of our respondents rated journalism their first choice. Next came advertising and previous public relations experience, both with 8 per cent. Industrial relations, selling, and publication work were also-rans far down the list and in that order.

We found that 3 out of every 5 rate the quality of personnel available to fill industrial public relations staff jobs today as unsatisfactory.

On the other hand, the study indicated that, even in large companies having a public relations staff of 21 and over, the average number of people hired in a year is fewer than four and in the smaller companies the average is closer to a fraction of one person. The total number of staff personnel employed in the past two years by all 85 companies responding to this question was 239. This would suggest that there are limited openings for career opportunities in public relations right now.

Perhaps those who conclude that the quality of available people is not satisfactory are overly influenced by the caliber of the many ill-qualified career-seekers who knock on their doors. They may fail to take into account the relatively limited numbers among them who are needed or can hope to find employment in industrial public relations today.

The profession itself should set up a better plan than it now has for rating

Bruce Watson, Assistant Director of Public Relations at General Foods, has been with the corporation since 1943. He was appointed Manager of Stockholder Relations in 1946, and was named to his present position in 1949. He is a co-founder and first president of the Stockholder Relations Society, formed in 1947. He is also a member of the Citizens Advisory Committee on Armed Services Training Installations.

A graduate of Yale, PRSA member Watson was first employed by Pendleton Dudley and Associates from 1935 to 1936, and from 1936 to 1943 was associated with General Foods' PR activities while at Young & Rubicam, Inc.



Bruce Watson

candidates and for effective exchange of information about the more promising young men and women seeking career opportunities.

There is also the implication in this that the colleges where public relations is offered as a career course may need to be more discriminating in their selection of students as well as more realistic in their vocational counseling as it relates to the number of job openings that may be anticipated and the nature of the native and developed abilities desired. Certainly the educators should look searchingly behind the finding which shows a majority of PR executives rating the quality of available candidates as unsatisfactory.

According to another of our quiz results, PR directors agree that there is usually a period of from several months to a year before a new PR employee begins to earn his keep.

Patience important

Following this up with interviews, we found general agreement, not only that it takes a while for an employee to work into any organization or activity, but that special patience is important on the part of the employer in exposing the new and relatively inexperienced recruit to more than one thing at a time. Much of the recruiting done today is in answer to problems of immediacy. The temptation is always present to dump the newcomer right into the middle of the problem to learn his way around the hard way. Nevertheless, directors are resisting the impulse to expect a pay-off on their new man immediately. It was encouraging to find that some endorse a long-range protective policy of permitting the recruit to crawl, then walk, before really hitting up the pace.

By an overwhelming margin, respondents feel that the requirements people will have to satisfy to get into industrial public relations ten years from now will be stiffer than they are today.

When asked about their preference in hiring a college graduate, our respondents rated the school of journalism above a public relations school or a liberal arts college. First choices among the three ran 36 for journalism and 19 each for liberal arts and public relations schools.

In looking at desired educational backgrounds, 36 per cent of the executives rate journalism as their first choice major. Next in order, 29 per cent pre-

fer a social sciences background. A bit farther down the list came the humanities followed weakly by marketing and the physical sciences. In addition there were some fill-ins for economics and business administration. Other one-shot fill-ins included logic, agriculture, visual education, and political science.

Sensitive to new forces

The dominance of journalism in these results is disturbing if it carries the implication that public relations is journalism and that the period of formal education leading up to a career in public relations is necessarily ideally spent studying the technical aspects of that great profession. Our own profession should be sensitive, by all means, to the vital role of journalism as a source of rich training experience. Nevertheless, eyes should not be closed to the many new forces which are invading our public relations world and which must be brought into balance in the experience of the rounded public relations man.

The executives next rated in order of their choice the three fundamental attributes they look for in the recruitability to express himself clearly, an easy manner with others, and an ability to think for himself. Although the scores were not widely different, a faculty for thinking independently rated highest as a first choice, with the ability to get along with others running a close second and self-expression running a little farther back. Scores of 40, 36, and 21

suggest that the executive looks for all three in substantial proportions in the ideal candidate. This evaluation follows pretty closely the results obtained in the ORC study.

In seeking new people, more than half of the PR directors look first to their contacts in the public relations field for the best candidates. About a quarter find their best recruits right in their own companies. Only a handful look to college and professional placement bureaus. Among first choices, none indicated the walk-in applicant as a desired source.

If there's any uniformity in training practice among those whose opinions were sought, our study reveals that it rests in a rather general lack of specific programs to accomplish recruit training.

Training programs

Out of the 121 who responded, 45 offered no comment at all about training. Only 4 of the 70 who gave their opinions indicated that they have an official, formal training course as such. Twenty-five said that training by doing or learning by experience was their answer to the problem, while an additional 15 said that they have a pattern of jobs and assignments for indoctrinating new personnel. Nine use group discussions and individual guidance on a fairly informal basis. Thirteen consider company policy, organization, operation, etc., as necessary information.

(Continued on page 18)



We put it in writing

How the U. S. Rubber Company effectively merchandises its PR policy

By Russell Wilks

Director of Public Relations
United States Rubber Company

WHEN ON THE SAME DAY you receive a letters on the same subject from a manufacturer of maternity garments in New York, a publisher of Sunday School lessons in Illinois, a beef packer in Iowa, a shoe manufacturer in Missouri, and a motor car maker in Michigan . . .

When on the next day you hear from a cemetery superintendent in Massachusetts, a college of medical evangelists in California, a group of plumbers in Texas, a watch maker in Pennsylvania, and a petroleum producer in Louisiana—all still on the same subject . . .

When the mail keeps coming in from Azusa, California; Le Sueur, Minnesota; Roby, Indiana; Vermillion, South Dakota; and Walla Walla, Washington, as well as from Chicago, Detroit and Montreal, plus such overseas points as France, Germany and Hawaii . . .

When you receive requests for thousands of copies of something you've recently written on the subject of public relations, then you begin to suspect there is more interest in PR than you had stopped to think about.

You also learn that it is inevitable that the PUBLIC RELATIONS JOURNAL, sooner or later, will be asking you what you've been up to, and why, and with what results?

What have we been up to? Very likely the same thing that you have—trying to find new and better ways to bring about better understanding and performance of public relations inside our organization and out.

Our latest effort is an attempt to condense the rather large subject of PR at our company to a one-page chart. It is this chart which, thanks to a generous review in *Public Relations News*, has

prompted such widespread interest. However, the chart is only one of a series of PR sales tools. Therefore, before discussing it further, it might be well to start at the beginning.

Our first important step, taken a few years ago, was to find out what our company stood for and then to put it down in writing as our PR policy. We reasoned that unless we knew what we stood for, we would find it difficult indeed to put it in writing.

Policy approved

We succeeded in writing a policy and getting it approved by the heads of all operating divisions and the members of our executive committee. Thus it became official at the highest policy level.

This policy was, and still is, all important. It is our No. 1 PR sales tool. As such, we have merchandised it with our employees in many ways: as a separate document, as a message on the back of identification cards, as a page in the company magazine, as an enlargement for framing and hanging in offices, as a part of talks by management. We used it as a dividend enclosure to stockholders. It became a part of the chairman's message at the annual

meeting of stockholders. It has filled many public requests.

But a PR policy, no matter how clearly stated or how formally approved, does not necessarily meet with ready acceptance throughout an organization. Not in the presence of pressing problems of research, of sales, of production, of finance, of government controls.

So it was that we developed a follow-up sales tool, *What IS Public Relations?*² This consisted in a set of questions and answers based on the PR policy. We sent mimeographed sets to all areas of management.

A third tool took the form of a brief analysis titled, *How Can the Public Relations Department Help You and Your Organization?*² This too was mimeographed. Here again we told the same old story in a new way, this time for the upper levels of management.

For our fourth sales effort we developed a booklet called, *The Five Keys to Good Public Relations*. The booklet was sent to the top layer of management.

As our fifth sales tool, we put the booklet in flip-over chart form and hit the road. We made chart presentations to the management staffs of our various plants, and many of our branches. Our text was still fundamentally the same, dressed up in new clothes.

The sixth tool took the form of a slidefilm to tell the PR story. We used this with larger factory groups, including supervisory employees.

Tool No. 7 was a comprehensive checklist of PR activities. This enabled us to conduct a PR audit at each plant with the plant's cooperation, and to use it as a guide in working with local management in building an improved and expanded PR program at the plant level.

Then came No. 8—an attractive little booklet titled, *What Every U. S. Rubber Man and Woman Should Know*. There was nothing sexy about it. It was



Russell Wilks, Director of Public Relations, United States Rubber Company, has had 28 years' experience in the newspaper, publicity, advertising and public relation professions. Upon graduation from Vanderbilt University he went to work in the editorial offices of the *Detroit Times*. From there he went to the Detroit offices of Campbell-Ewald Co., advertising agency, and three years later was transferred to New York to head up the agency's publicity and PR dept. In 1940 he was appointed Manager of Publicity for U. S. Rubber. In 1947 PRSA member Wilks became their Director of PR.

public relations all over again. The booklet went across the boards to management.

For our ninth tool we prepared an illustrated booklet under the title, *Plant Productivity Program*, and presented it in person to plant managers. It was the basic PR story, specially slanted toward the plant manager's interest.

And, finally, we came out with our one-page PR chart. Indications are that with this one we may have hit the jackpot.

So, we hasten to say that we are indebted to a great many public relations people for ideas in it, as well as ideas which have been included in previous efforts. We know that Paul Garrett of General Motors, Howard Chase of General Foods, Conger Reynolds of Standard Oil of Indiana, and Claude Robinson of Opinion Research Corp., to name only a few, have stimulated and contributed to our work. And, of course, we gladly acknowledge the good help of our associates in our PR department.

Perhaps the best way to give you an idea of the chart is to reproduce its main block of copy which appears at the top of the page:

Why Public Relations?

Favorable public opinion is one of the best assets a business firm can have. Without it, a company cannot continue to make a profit. And that is the primary purpose of business—to earn a profit consistently—by making more and better goods, of ever higher quality and lower cost, so more people can live better.

To Gain Favorable Public Opinion

A company must *do* the right things to give it the right products. Then it must *say* the right things about those products.

Two Kinds of Products

U. S. Rubber Company makes and sells two kinds of products.

(1) Economic: such as tires, footwear, mechanical goods, textiles, and chemicals. (2) Institutional: such as company policies, social philosophy, relationships between people.

Current Trend in PR

Since the founding of our company in 1892, we have constantly sought to improve both products. Because our economic product is better known, our public relations effort today gives in-



Camera Associates, Inc.

Employees view U. S. Rubber's one-page PR chart.

creasing attention to our institutional product.

To Make It Better

Our institutional product grows better as we deepen our sense of responsibility to the public interest, and become a more integral part of the community—local, state and nation. Some of the things our company does:

- Supports worthy charities
- Takes part in community affairs
- Maintains attractive plants and branches
- Sponsors sports and recreation programs for youth
- Underwrites university fellowships
- Supports highway safety programs

To Sell It Better

The way to do a better job of selling our institutional product is to conduct an information program—on the basis that the public likes best those companies about which it knows the most good things.

Our Information Program

Interprets the company's activities

day by day, explaining what we do, why we do it, what it means. In providing information we always attempt to carry forward six basic themes which stand high in the public interest.

Our Basic Themes

These are the ideas around which our information program is built:

- (a) Social and economic importance of U. S. Rubber

Importance to plant community because of jobs, payroll, taxes, civic participation, etc. Importance to consumers because of better living through products for health, home, farm, industry, transportation, communication, and the like.

- (b) Human Relations

Opportunity, job training, good working conditions, good pay, vacations with pay, recreation, health and safety, hospitalization, group insurance, pensions, security.

- (c) Serving Through Science

Research builds new products, improves old products, makes more jobs, brings better living, gives promise of

a better tomorrow.

(d) Our Business System

Stockholders, employees, customers—what each gives and gets; management—its job; profit—its function; competition—its part; capitalism vs. collectivism.

(e) Big Business

Benefits to: employees, plant communities, customers, stockholders, small business, charity, nation at war, nation at peace.

(f) Freedom

To: choose job, go into business, risk for profit; buy in free market; worship, assemble, speak—to all rights that form our way of life. From: arbitrary government control.

Whose Responsibility?

Public relations is primarily the responsibility of management. The higher the level of management, the greater the responsibility. In a larger sense, public relations is the responsibility of every U. S. Rubber man and woman. For each of us influences the opinion of others toward our company through the things we do and say. Our company's public relations specialists, by assisting in the formation and execution of policies and programs, help us all to do our public relations jobs.

You Will Note That Information flows both to and from the public. It is important that we know what in-

formation people want and what they are thinking. This helps us to act in the public interest. Ways of obtaining this information include personal contact, study of the press, special reporting services, employee attitude surveys, public opinion research.

Thus ends the main block of copy. Leading down from it are arrows showing that information flows to and from our main public groups: employees, neighbors, stockholders, and people everywhere. The company's PR objective with each group is stated, and the various channels used for giving information to each group are listed.

The chart is printed on a page 16" by 19 $\frac{1}{2}$ " which folds to 8 $\frac{1}{2}$ " by 11". It is 3-hole punched for filing and reference.

We mailed it to 5,500 employees covering all levels of management. With what results? We have evidence they like it and are using it. However, we believe a question more to the point might concern itself with the results of the series of tools mentioned.

Since the first tool came into being, the company has seen fit to set up a separate PR department. As one tool has followed another, the department has continued to grow in manpower, budget and usefulness. More important, all departments and divisions of the company have become more aware of their PR responsibilities, and have

geared themselves to do a better PR job.

For example, our largest operating division has set up its own PR organization, with the PR director of the division a member of its policy committee. Last year 10 more of our plants established some means of written communication to reach all employees. Eleven plants, many for the first time, used PR ads in their local newspapers. And for the first time in our 60-year history all our employees in New York City were brought together during working hours—we filled the New Center Theater—to hear our president report in person on the year's operations and to preview our first PR motion picture, "Speaking of Rubber," the theme of which tells the story of the miracle of rubber—made possible by the miracle of America—where business has a heart—and pros pers only as it serves.

If we have left the impression that the written word is more effective than the spoken word, we did not intend to do so. Nothing can take the place of person-to-person selling. But the number of persons that can be reached this way in a large company such as our own is limited. Moreover, you must know by now we think it pays to put it in writing.

So back to the typewriter. PR man's work is never done. For which we are thankful. • •

Public Relations

RELATIONS with the public, and communication with the public, are of great importance in managing a business. As the market and competition have grown, so has the need of working for goodwill. To be successful, a company must deserve and obtain public approval of its policies and actions.

This is a task for all in the organization. Responsibility is heavy at the top of management, but it is shared in some degree by every employee or stockholder who acts or speaks regarding company affairs.

We try to keep both employees and stockholders well informed on company matters so they may be effective ambassadors of goodwill when our activities are discussed.

We are finding ways to use science in solving our public relations problems, just as we do in manufacture and distribution of products. Studies of public attitudes, human needs and interests, of reading habits and proc-

esses of understanding are helping to give direction to decisions.

The first principle of public relations is to be a good citizen of our community and our nation. Good employee relations are another essential. We devote much thought and effort to both.

We seek to make our policies and actions better known, better understood because we have found that those who know us best like us best. In 1951 millions of people heard our executives and other employees in public addresses and radio and television appearances. Employees were encouraged to speak out. Millions learned more about our companies through motion pictures. A series of advertisements each year lays pertinent facts about our companies before the public.

All these efforts are based on humble awareness that merited public support is the key to continuing progress.

Annual Report for 1951,
Standard Oil Company (Indiana)



Dramatizing "Cooperation Among Free People," the Train for Europe carries interior and exterior evidence of European problems and progress since the end of World War II. A German station porter watches the crowds on the Munich platform under the train poster, "You and Europe."

How the U. S. is making friends abroad

By Robert R. Mullen

(The JOURNAL Editorial Committee asked Robert R. Mullen to sum up his two and a half years' experience as Information Director for the Marshall Plan, telling what it was like handling the Economic Cooperation Administration's public relations. He finished the article just before taking over his new duties as Public Relations Chief for the Eisenhower Campaign, working with Senator Henry Cabot Lodge, Jr., in Washington, D. C.

Mr. Mullen began his journalistic career on the Rocky Mountain News in Denver, moving from there to The Christian Science Monitor where he served for 10 years in various executive-editorial-correspondent capacities. During the war he was U. S. Public Information Chief for the Combined Boards, the super Anglo-American Canadian boards in the raw material and production fields, a counterpart to the Combined Chiefs of Staff. This work took him to Washington, London and Paris.

After the war he went to Life Magazine as an editorial writer, and was doing that work while also engaged in private business ventures when, as the article relates, he was called to Washington in 1949 to take over the ECA's public relations. It was a "public" that covered 25 countries in Europe and Asia. Under his direction the United States acquired what many observers—including newspaper and public

relations men who visited Western Europe during the period—claimed as the most valuable positive information asset the U. S. had overseas.—Editor)

I REMEMBER THE DAY with a peculiar vividness. An Indian Summer day in 1949. I'd just left the Mercantile Library, around the corner from Madison on 47th Street, in New York, with a pamphlet, *The Potato Preference of the U.S. Consumer*, and was entering my office as the phone rang. At 8:30 the next morning I was in a Washington conference with Paul Hoffman, Bill Foster and Roscoe Drummond. The Economic Cooperation Administration was in serious public relations trouble in two parts of the world—the U. S. and Western Europe.

Understanding scanty

In America, the bloom was off the peach, Congress had the scalpel out. In Europe, the Communists had opened up an all-out propaganda assault on the Marshall Plan. Understanding, much

less appreciation, of American motives and activities was scanty.

Drummond was being recruited to go to Europe to sell the Marshall Plan. The State Department's informational services were still in the Congressional dog house and Hoffman had decided ECA had to do the job itself. In Drummond ECA obtained, of course, one of the country's great editors, backed by years of overseas experience, and (though he would warmly deny it) a natural promoter.

I was tapped for the Washington end of things, and was grateful for the opportunity to study at the feet of one of the great masters of the public relations art, Hoffman himself. Apart from sporadic tours of duty as a correspondent, and some months during the war as U. S. information officer for the Combined Boards, my own familiarity with the Washington scene was quite limited.

Looked better from outside

As a Westchester commuter, indeed, I had the usual exaggerated ideas about the Administration press ogres who dream up vast campaigns to sell the U. S. people on one item or another of nefarious statism. All I can say is that it looks better from the outside than it does from the inside, at least what I saw of it.

ECA illustrates the point. My predecessor, wisely, I believe, had set up its informational activities on a strictly Washington press basis. In the first days of the agency, when shipments of relief goods were front-page news around the globe, this was requisite policy; but as the dispatch of boats became routine



Robert R. Mullen

and as the reporters wearied of waiting for the businessmen to fall flat on their faces, ECA's news dwindled to routine releases about procurements, appointments, and progress reports loaded with arithmetic.

Releases cut

Obviously, the only thing to do was to blow a long loud whistle and cut back the quantity of releases drastically. As a Washington correspondent, I had been struck—as who has not been—by the flood of handouts daily tucked under the doors of Press Building offices.

Under the able direction of our news chief, Joe Newman, we decided to issue as press releases only those items which could pass over the threshold of our most candid judgment of their news value.

This has meant that we issue two, three, four, sometimes, but rarely, up to seven press releases a month. We dolled up our releases a bit with a fancy heading so they would stand out typographically, as well as content-wise, from the mass.

We took care of the routine items, the procurement authorizations, regular reports and other things most desired by the trade and specialized press by frankly labeling them in a way to indicate they were not intended as general press news.

At the same time we tried to build a reputation for giving the press extraordinary service in covering any aspect of our operations that interested them.



In Italy old-fashioned minstrels were employed to tell the Marshall Plan story in places remote from press and radio.

This has meant calls at midnight, deep research for the facts and figures required, and it has resulted, I believe, in good press relations.

Other methods needed

But, of course, cutting down press releases and improving press relations were not in themselves ways adequately or even properly to tell the U. S. people about the largest overseas aid program ever undertaken. It was clear that behind the mathematics of procurement and shipment there were some statistics with blond hair. For in Europe we were rebuilding the lives, hopes and fortunes of 270,000,000 human beings.

Our story was not in Washington, it was in Europe. Moreover, it was not a story of hour-by-hour news breaks. It was a humanly dramatic story and it required the tools of the drama—the motion picture, television, radio, still pictures, magazine pieces—to tell it.

Fortunately, we were in good position on this. For precisely the same sort of materials were needed to tell the Europeans about the Marshall Plan and, under Drummond in Paris and in the various European countries, we had assembled a considerable apparatus. By merely dubbing in American sound tracks on certain radio and motion picture shows, we had materials suitable

An American goodwill information ship under charter to the ECA Mission to Greece as a Marshall Plan floating exhibit made the rounds of the Aegean Islands last summer. Here natives view some of the portable panels with pictures and text about American activities in Greece and other European countries.



Economic cooperation and the integration of Europe into a "single-market area" were sold with the aid of such carnival-like attractions as pitch-ball games and toy balloons. They were a part of Marshall Plan Caravans which toured western Europe. For a considerable period 50,000 balloons a week were released from the traveling caravans.



for U. S. use. One example of that was our sending a recording team to the principal symphony orchestras of Europe. "Play us 55 minutes of your best national music," we said to the conductors. Then we ran in a five-minute intermission commentary by Frank Gervasi reporting on the progress of the Marshall Plan in that country. It made a good local program. By switching them from one country to another it built up, as did our plugs, the idea of European unity. And the same show was rebroadcast as a public service sustainer on some 400 U. S. stations. We are doing much the same now with the principal military bands of Europe.

Another example can be seen and heard any Sunday evening at 9:30 EST over the ABC-TV network. It's a show called "Strength For The Free World," and uses the documentary movies made initially for our European propaganda.

We purloined Norton Wood from *This Week Magazine* and sent him to Europe to seek out and put to work the most skilled photographers on the continent. At the same time we extended ourselves to point out to magazines the things we thought would interest them. A report given me the first of this year showed that more than 50 picture stories and articles had appeared in leading U. S. periodicals during the previous 90 days as a result of this effort.

When the ECA went out of existence last January 1, I felt that, as a result

of many fortuitous things, ranging from Hoffman's personality and that of his successors, Bill Foster and Dick Bissell, to our use of a wide range of media, the American people were generally of the opinion that ECA was well run and that it had served a useful purpose. Readers of this publication are in a better position, of course, to pass disinterested judgment on this than I am.

One of the early things done in Europe was to invite the Advertising Council to help us out. As a part of their contribution, they arranged for Virgil Reed, Chief of Research for J. Walter Thompson, to make a study in Europe. He turned up several interesting items. The first was to point out something that was quite obvious once he mentioned it: that the Communists seldom attacked what we did, they attacked what they claimed was the motive behind what we did. Mutterings and even very explicit and cleverly contrived assaults on Wall Street, warmongers, exploiters of labor, oppressors of the proletariat, etc., come easy to Communist propagandists.

So, unless there is a certain vigilance, you are likely to hoist a sign over your head proclaiming you are telling the truth and then go chasing after the lies. Of course, you never catch up, and you look a little suspicious, like a used car dealer who calls himself "Honest John."

Another point that Reed brought out



ECA-sponsored child art contest winner

was that the Communist tactics were eminently successful. In France, that key country, he concluded that a very substantial percentage of those who had heard of the Marshall Plan thought it was bad for them!

Drummond pushed his budget up from below \$500,000 a year to above \$20,000,000. Publications with a free world slant began to appear. Our magazine, *Rapports* (conceived by the dynamic Helen Kirkpatrick), gained a circulation of more than a million a month. *Bulletin Syndical* appeared for the labor audience. In Italy, Andy Berding, who later became information chief for Charles E. Wilson, even resorted to old-fashioned minstrels to tell the story in places remote from press and radio. The strolling singer would chant of Tony and Mariella. Mariella loved Tony, but Tony did not fully reciprocate. One day Mariella spied him with a blonde beauty and in despair flung herself in the river.

As she was going down for the third time, Tony realized it was true love and pulled her out. You might think all was well, but no. That water was very cold and Mariella caught pneumonia. All was dolorous; Mariella was dying but, in the nick of time, Mr. Marshall Plan arrived with a new miracle drug. All was saved, and they lived happily ever after.

In Austria we found a young man who had translated American cowboy songs into German. We put him on the air for the benefit of Europe's junior Hopalongs, of whom there are apparently millions.

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The Information Division of the ECA Special Mission to Italy inaugurated a "Bambi" program for Italian children, visiting mountain villages with new specially built mobile units equipped with animated cartoons, documentary films, games, recorded music and a puppet show featuring ERPinotto, the American small fry puppet. Above, young and old in a small hill town south of Rome gather in the square to watch a puppet show among the war ruins.



Thru PR to the polls

Rhode Island attacks the problem of registering potential voters with an all-out non-partisan campaign

By Ten Eyck Lansing

Ten Eyck Lansing & Staff
Providence, Rhode Island

THE VOTERS of Rhode Island are registering for the 1952 elections in unprecedented numbers months ahead of any previous record in the long history of the state. Prime mover in this development is the planned use of public relations techniques.

In this key presidential year a large turnout of voters is of the greatest importance. On this point even such poles-apart organizations as the NAM and CIO/PAC see eye to eye. Both Democratic and Republican Party leaders generally want a heavy vote this year.

It is to be expected, therefore, that the next few months will see vigorous activity in many quarters to create long queues at the polls in November. First step, of course, is to get potential voters registered for the voting lists.

Rhode Island attacked this problem with a non-partisan campaign which jumped off on February 1. At that time the number of voters registered—most

of them in a handful of communities—was less than 13 per cent of the 1950 total.

By the end of the campaign's first month, more than 52 per cent of the 1950 total voters had signed up. The rate of registration had been more than doubled and was bowing along at about 9 per cent of the voters each week.

Marked success of the Rhode Island voter-registration campaign suggests that a brief report may be of interest.

I. BACKGROUND. Rhode Island registry voters are procrastinators. In previous election years about one-third of them have registered during the last 30 days before deadline.

II. SPECIAL PROBLEM. This year Rhode Island has a new permanent registration law. In 1952 *everybody* must register in order to vote, including property owners who previously have

been re-registered automatically after once getting on the voting list. As a result: (a) the canvassers must handle about three times as many names as in prior years, and (b) unless voters register early the added burden of processing and checking names will make it physically impossible for the lists to be accurately prepared in time for the primaries and the general election.

And, just to make things a little more difficult, voters must give more information about themselves this year than ever before. This factor led seasoned observers to estimate that it would require at least seven minutes to register each voter. Seven minutes is not a long time by itself, but it adds up to a lot of hours in terms of handling several hundred thousand people.

III. APPROACH. Keenly concerned by the problems presented, Governor Roberts last December called in professional public relations counsel. After analysis and consultation, it was decided to launch a full-dress non-partisan campaign to register as many voters as early as possible in order to reduce pressure on the canvassers toward registration deadlines this summer. Accordingly, the Governor appointed a Rhode Island Citizens Committee, composed of the chairmen of both political parties, clergymen of all faiths and outstanding leaders in labor, industry, service clubs, fraternal organizations, women's groups, veterans groups and education.

IV. ORGANIZATION. An executive body was formed of Committee vice-chairmen representing the above groups, plus vice-chairmen for a Speakers Bureau and for Publicity. A sug-

Community cooperation—Providence bank exhibit utilizes campaign material



gested plan for organizing similar committees at the community level was sent to all mayors and town council presidents in the State with a request from the Governor for immediate action. The State Committee vice-chairmen were instructed to advise and assist their opposite numbers in the communities. *Registration News*, the campaign house organ (letter press masthead and mimeographed copy) was sent to everybody connected with the State and local committees. It contained news, comments, suggestions and exhortations and was issued as events dictated, rather than on a fixed schedule. Informal soundings indicate that this improved readership, because when committee members received a copy they knew it contained important matter.

V. PLANNING. Three basic decisions were taken before actual preparation of campaign material began: (A) Communication to the property owners and other potential registrants would be more effectively established through a profusion of short simple messages than by a few big blasts; (B) Community group organizations (veterans associations, labor unions and so on) would be asked to help attack procrastination by going to work on their own memberships; (C) Convenience of registration should be stepped up by taking the books to the voters rather than waiting for the voters to come to the books.

VI. EXECUTION. These basic decisions were implemented as follows:

(A) *Communications.* Practically all available media were used.

(1) *Press.* News, feature and editorial material was provided to all daily and weekly newspapers and to a number of intra-organization publications such as that circulated by the Elks to their membership. Score sheets of registration progress were released weekly, showing totals statewide and by communities, with the figures also expressed as a percentage of the 1950 registration. Spot picture coverage was left to local editors.

(2) *Radio.* 20-second and 1-minute announcements were recorded and released to all Rhode Island stations, plus transcriptions of specially-prepared musical jingles. Copy also was provided for live announcements.

(3) *Television.* Three 20-second announcements with lip-synchronous

sound were filmed and released, together with a 1-minute film carrying music and narration sound track.

(4) *Motion Pictures.* The same 1-minute film was released to Rhode Island theatres in 35-mm. size. Optional endings were provided: one urging people to register right away, and the other urging them to pick up Voters' Information Sheets in the lobby of the theatre.

(5) *Voters' Information Sheets.* Two million of these were printed—about five for each potential registrant. They were distributed to organizations and made available in quantity at the canvassers' office in each community. Essentially, they were questionnaires asking the information required for registration. People were urged to fill them out in advance and bring them along when registering. These flyers were a prime factor in cutting individual registration time from an estimated seven to ten minutes to an average of about two minutes. On the weekend of February 16 the Boy Scouts slipped two sheets under the door of every dwelling in the state. Several hundred thousand more were distributed by department stores and other organizations. Laundries, for example, slipped a pair into each bundle one week. In all, some 1,250,000 sheets were put into the hands of the public during February at a cost of \$.0012 each.

(6) *Billboards.* Nearly 100 24-sheets were posted at strategic points around the State.



TEN EYCK LANSING, Secretary of PRSA's New England Chapter, is President of Ten Eyck Lansing & Staff, Providence, R. I. A graduate of Harvard in 1935, he spent the next ten years variously engaged in news writing and reporting, publicity, opinion research and the U. S. Navy. After World War II, he returned to Harvard for courses in the social sciences before opening an office for general public relations practice.

(7) *Window Cards.* Several thousand of these in 14" x 22" size printed by silk screen in Da-Glo ink were passed out to stores and organizations using bulletin boards.

(8) *Car Cards.* Also in Da-Glo, these were placed in every public transit vehicle.

(9) *Advertising Space.* The Committee had no funds to handle this media. All advertising agencies, however, were briefed on the campaign and asked to use registration material in client space.

(10) *Mailing Slugs.* Department stores, public utilities and other large mailers were provided with postage meter slugs.

(11) *Speakers Bureau.* This was recruited from a list of topflight talkers. Well armed with background material, they were made available to speak at any gathering of 150 or more people anywhere in the state. Provision of speakers for smaller groups was left to local committees.

(B) *Group Activities.* At the end of the campaign's first month it was too early to evaluate properly the effectiveness of work done by community organizations among their memberships. Co-operation was excellent. There seems to be little doubt that such groups helped to crystallize into positive action the urges to register created by the intensive publicity.

(C) *Convenience.* Every effort was made to get local boards of canvassers to take registration out of city hall into the community. Resistance to this idea was met in some communities. Old-timers among the boards of canvassers felt in some cases that it would not work until spring brought better weather. Basis for this opinion appeared to be that such a thing never had been done as early as February and that it was therefore a waste of time. Test registrations however, quickly proved the contrary.

In general, the communities which rolled up the biggest registrations in February were those which adopted the idea. This was notably true in the case of Providence which had piled up 66 per cent of its 1950 registration by the end of the month. Two principal steps were taken:

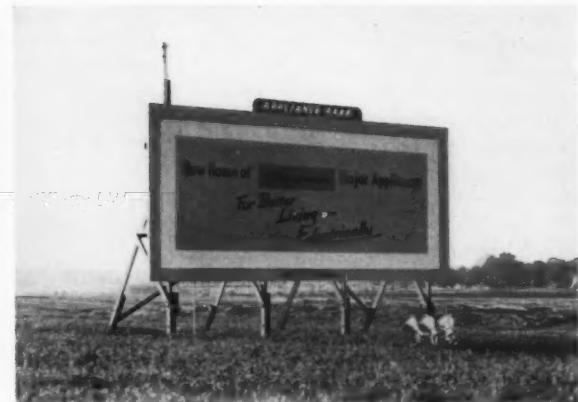
(1) *Neighborhood Centers.* Canvassers were stationed in fire stations, well distributed geographically around the community. They also were placed in

(Continued on page 19)



Graphic Arts, Inc.

. . . taking advantage of local interest in the Louisville Chamber of Commerce display window, an exhibit was installed to give a three-dimensional picture of what General Electric will mean to Louisville in the years ahead.



Lin Caulfield

. . . to identify the location of Appliance Park, and to give an early indication of the thoughtfulness which General Electric plans to make its policy in Louisville, two 24-sheet billboards were erected at the plant site.

INDUSTRY ON THE MOVE AND PR

AMERICAN INDUSTRY TODAY is on the move. This hegira to the South, the Midwest and beyond the Rockies is a reassuring evidence of the fundamental strength of the national economy and the enlightened optimism of corporate enterprise toward America's future. To many communities and countless thousands of workers, this migration from the heavily industrialized eastern part of the country is a portent of a new life and higher living standards. Yet, at the same time, serious problems are posed in areas unable to offer the advantages of the newly-burgeoning industrial heartland of America.

The problems created by industrial expansion are among the most important facing public relations practitioners today. For not only is it necessary that good community relations be established in areas where new plants are located, but, equally important, steps must be taken to cushion the effect of loss of payrolls and taxes in those communities from which operations are being moved. Not the least of the problems encountered is that of helping non-transferred employees to find agreeable employment in their home town. Here is how one company approached these problems.

Early last year the Major Appliance Division of the General Electric Com-

General Electric Company moves its Major Appliance Division from Connecticut to Kentucky

By William Scholz

Manager, Community Relations
Major Appliance Division
General Electric Company

pany decided that it would enhance its competitive position if it could concentrate its engineering, manufacturing and marketing activities at a single location, close to the distribution center of the United States and in an area with a surplus of skilled labor. Louisville, Kentucky, met these requirements and in addition offered low-cost water transportation for raw materials. Accordingly, the Major Appliance Division, also weighing several other locations in the Midwest, dispatched a team of experts to survey the prevailing wage rates as well as labor and sociological statistics in the communities under consideration.

Immediately after the decision was made to build General Electric's "Appliance Park" in Louisville, a comprehensive employee and community relations program was put into high gear.

Within a few days after the first press release announcing the company's decision to locate in Louisville, a "Good Neighbor" advertisement was run in the local daily and weekly newspapers. This was followed at weekly intervals by others in a series of ten institutional ads designed to acquaint Louisvillians in the shortest possible time with the General Electric Company, its policies and its practices. Particular stress was placed in these advertisements on the company's fine employee benefit programs, its desire to participate in community affairs, and what General Electric would eventually mean to Louisville in terms of jobs, taxes and support for local merchants and welfare organizations.

Of these advertisements, *Kentucky Business*, the official magazine of the state Chamber of Commerce, said, "this is one of the finest public relations programs ever undertaken in the state."

Even before General Electric ran its first advertisement in the local papers, a letter signed by the general manager of the Major Appliance Division was sent to some 2500 Louisville and state thought leaders as well as to every boxholder in the suburban community in which the plant was to be located. The reaction to this gracious gesture on the part of General Electric was spontaneous and immediate. Literally scores of

appreciative letters from area residents poured into the General Electric office during the following weeks.

Relations with the local press and radio were carefully cultivated from the beginning. General Electric management participated in both radio and television news and feature programs. And every request for information from the press was answered promptly and completely. To avoid a vacuum of information during the transition period while headquarters of the Major Appliance Division were being moved from Bridgeport, Conn., to Louisville, weekly news and feature releases were sent to more than 50 newspapers published in the metropolitan Louisville area as well as local radio and television stations and magazines. Many of these releases were used word-for-word and all of them served to acquaint local media with the General Electric Company. A number of interesting feature articles were run as the result of cooperative efforts by local newspapers and General Electric public relations personnel. The *Louisville Courier-Journal* is currently preparing a special Sunday supplement to be issued this spring titled, *Appliance Park and Louisville's Future*.

speakers and film brochure was developed and distributed to local schools, churches, service clubs and other organizations which might be interested in arranging a General Electric program. In this brochure, individual flyers listed more than 25 top management speakers, with as many topics, briefly described their talks and gave biographical information about the speakers. About half a hundred company-produced films and others dealing with the free enterprise system and productivity were offered free of charge.

Direct mail was employed effectively. Mailings, some general and some to specific groups, included bound volumes of a history of General Electric to school and municipal libraries; the General Electric youth magazine to schools and youth groups; comic books, educational pamphlets, and reprints of company advertisements.

While these things were going on in Louisville, there was comparable activity at plants which were to transfer operations to Kentucky. General Electric was faced with a very real problem in implementing the decision to concentrate Major Appliance facilities in Louisville. No one likes to be up-

Appliance plant communities or in the plants themselves did the announcement of the Louisville move cause more than a ripple of unrest.

A highly effective plan was developed to facilitate the transfer of employees to Louisville. Selected employees were first given a booklet which presented in an attractive and convincing fashion the reasons behind the move to Louisville, a description of the city and its many advantages, and a write-up of Appliance Park itself. Most important, however, was a letter contained in the booklet, each personally signed by the general manager of the Division, which pointed up the importance of the individual employees selected to the entire operation and which dealt with the advantages to the employee and his family which would result from the move.

Aid given employees

Every aid was given employees to be transferred. They were processed at information centers set up at home plants. When they reported at the centers, employees received a very complete and authoritative 132-page guide to Louisville prepared by the company's public relations personnel which included just about every kind of information they could think of. In addition, employees were given maps and a wealth of other material designed to familiarize them with Louisville and to help them in getting established there. At the information center, transportation was secured for company-paid house-seeking trips, and hotel accommodations were arranged. Housing questionnaires, which had previously been distributed to employees, were reviewed and then forwarded to Louisville. When employees, often accompanied by their wives, arrived in Louisville, they were given a tour of the city in order to acquaint them with residential areas. Based on the information provided by the housing questionnaire the employees had previously filled out, a number of houses or apartments meeting their requirements were shown to them through the cooperation of the Louisville Real Estate Board. Practically all employees were able to find suitable housing within a few days after their first glimpse of Louisville. The company even went so far as to distribute automobile drivers' license and utility applications to employees before they moved to Louisville. Household goods were moved at company expense.

(Continued on page 20)



A graduate of the University of Michigan, William Scholz was engaged by General Electric to help establish a formal public and community relations program for its appliance business, and has been responsible for this activity in as many as 20 plants from coast to coast. Prior to joining G.E., he was for several years editor of a chain of weekly newspapers in New Jersey. He is a member of the Public Relations Society of America.

To identify the location of Appliance Park, and to give an early indication of the thoughtfulness in all things which General Electric plans to make its policy in Louisville, two 24-sheet billboards were erected at the plant site. Taking advantage of local interest in the Louisville Chamber of Commerce display window, an exhibit was installed to give a three dimensional picture of what General Electric will mean to Louisville in the years ahead.

In view of the flood of requests for General Electric speakers to address audiences ranging from less than 20 people to one of more than 1500, a

rooted from an established home in a pleasant community. Many employees, the company felt, were bound to feel that this move would threaten their job security. Others would wonder whether to make future commitments in the light of a possible transfer. The company took a direct approach to this problem, stating categorically that no "ghost plants" would be left behind, notifying employees to be transferred as early as possible, and showing by its actions that every employee's problems would be given individual consideration. The wisdom of this approach is attested to by the fact that nowhere in the Major

HOW WE DID IT—

Mueller Brass Company proves "it's the little things that count"

By Art. St. Pierre

Public Relations Director
Mueller Brass Company



The great day had arrived . . . people from all walks of life were our guests on Open House Day.

WEEKS OF CAREFUL PLANNING and preparation were behind us . . . the great day had arrived — Open House at Mueller Brass Co. Our best estimate of the number of visitors indicated a maximum attendance of 3500. Then, "the roof fell in". Within a span of 11 hours, 5671 men, women and children, from 43 Michigan communities, 7 states, and 3 Canadian provinces came to visit us.

It was only through the untiring efforts of all of our people—receptionists, guides, executives, officers, union representatives—and their enthusiastic co-operation, that we successfully, if not efficiently, took care of everybody who came to our plant. Everybody, that is,

except Mrs. Jesse Sharrard, of Emmett, Michigan.

Two days after our Open House we received this note:

"Mueller Brass Co.
Port Huron, Mich.

If you had a 'Lost and Found' department on your Open House Day, it might contain a belt to a lady's 'Sunday-go-to-meeting' dress. If so, mail enclosed card.

Thank you.

MRS. JESSE SHARRARD"

This was a situation not covered in our careful planning, but we didn't use Mrs. Sharrard's penny post card for reply—we wrote a letter:

"Mrs. Jesse Sharrard
Emmett, Michigan

DEAR MRS. SHARRARD:

First of all, we want to thank you for visiting us on Open House Day.

We are sorry that you lost the belt to your "Sunday-go-to-meeting" dress, and yet we feel a certain pride in having one of our visitors so thoroughly interested in us that she didn't notice the loss of an important part of her ensemble.

Because we kept you so interested in our products and procedures that your loss went unnoticed, we feel morally responsible and our conscience (yes, corporations do have consciences) dictates that we do something about it.

Why don't you tell us the size, color and style of belt you need to replace the lost article and we'll try our darndest to duplicate it for you.

Sincerely,

ART. ST. PIERRE,
Public Relations Director

P.S.—Our plant protection chief, Elden Dell, inquired in every department you visited about your belt, Mrs. Sharrard, but to no avail."

Our handling of this seemingly minor episode probably created more favorable personal comment and reaction than any other single effort in our carefully planned program.

Mrs. Sharrard's home is in a little village near Port Huron and many of her neighbors and friends find employment with us. Evidently our letter was passed about and talked about to those whom she knew and the story quickly became an item of conversation in our shops, offices and community.

Through word-of-mouth telling and re-telling, a simple gesture gave our company the added store of friendliness, warmth and concern that are characteristic of a good neighbor. • •

British PR ethics

"Members are reminded as a matter of routine that 'it shall be deemed a violation of the Constitution for a member by circularisation to other members to advertise the services of his organisation without having first received the consent of the Council.' An infringement may render a member liable to suspension or expulsion. An advertisement in the *Members' Circular* or in *Public Relations*—the journal of the Institute—will not be regarded as 'circularisation.'"

Members' Circular, February 25, 1952
Institute of Public Relations, London, England

Recruiting and training

(Continued from page 6)

A few said they either had no program at all or just didn't have any staff to train. In addition to the one man who indicated that his training was "inadequate," there were two who said it was impossible to answer the question. One fellow said he's at work on a training program now.

Summarizing what our quiz showed on numbers of people hired in industrial public relations, we learned that during the past two years, among the 85 respondent companies, some 33—with staffs numbering 1 to 5—averaged an addition of .6 new persons a year. Another 33 companies, those with staffs numbering 6 to 10, have hired at the rate of 1.4 new personnel annually. For some 8 companies, with staffs numbering 11 to 20, hiring ran at an annual rate of 1.7. And in the really big companies with staffs of 21 and over, we found 11 such companies averaging 3.7 recruits a year.

For the most part, therefore, PR training is necessarily a highly specialized, personalized, hand-tailored operation.

Today's methods?

What methods and techniques are being used today to train young staff people? Well, they range all the way from the sink-or-swim, learn-it-or-else method to more formalized programs involving many months, sometimes years, of intensive training activities. Ranged in between are some training and development suggestions for those who may want to organize a program or sharpen up the one already in use.

One popular device, in some of the larger companies, is exposure of public relations recruits to the indoctrination course for salesmen. Where such programs exist, they are ready-made as a jumping off place for a training program.

One of our planful respondents listed these items in his plan of training for a staff of 9 including 3 new members during the past two years:

- Public speaking course at local university,
- Supervised instruction in editorial and copy writing slants and trends,
- Exposure to company plant and field tours,
- General review of company history, operations, financial conditions, etc.

- Attendance at management function dinners,
- Selected training in photography, printing, communications, business methods, corporate economic structure, etc.

Another company with a staff of 20 including 6 new members during the past two years offers an indoctrination program made up of:

- One month in advertising and promotion and factory study,
- One month in study of public relations files, correspondence, and "desks," and
- One month under close supervision in detailed jobs.

A rather large company supporting a staff of 46, of whom 12 joined up in the past two years, said, "We conduct special, on-the-job indoctrination courses in cooperation with all other departments of the company, plus travel and intensified specialized PR course applicable to our business."

Another medium size company in war work poses a problem and a pass at its solution in this comment: "Short staffed situation admittedly hampers training activities leaving greater burden on new man for initiative, expressiveness, gumption to question when unsure. Among best specialized training aids have been publicity writing; photo seminars with veteran newsmen doing the talking."

One respondent says, "Job as assistant to the manager of the department is used as a training post with men being assigned to new spots as openings develop."

A large industrial company has so specialized its training that it recently farmed out one of its sectional managers to work with the management of a public relations counseling organization for a period of a year or so.

The prevailing practice of a fairly representative group of medium size public relations staffs is summed up in this comment: "Beginners are indoctrinated on employee publications full-time and are then absorbed gradually into PR staff depending on progress, grasp of company, etc. Every effort is made to train on all-around basis rather than as specialists."

This remark sums it up for another general group: "Except for youngsters, our training is 'done by doing the job'—group discussion and supervisory suggestions. For 'our PR trainees' we are preparing a more organized program for providing PR fundamentals—a knowledge of company and industry."

General Food's plan

In my own company, we have a flexible plan. Our objective is less in terms of training and more in line with development of the individual. In carrying it out, we have challenged the junior staff with the problem of developing its own program. We have a professional staff of 28, of whom 5 have joined us within the past two years.

A rotating committee of three represents the training group. This committee, consulting continuously with the group as a whole, works within a set of

(Continued on page 20)



"Boss, I'd like your advice. If a person has either to ask for a raise, or let his insurance lapse, which would you suggest?"

From PR to polls

(Continued from page 14)

super-markets, bank branches and other locations easily accessible to large numbers of people. These locations were changed whenever diminishing returns day-by-day indicated a neighborhood had been pretty well cleaned up. The Providence canvassers also agreed to appear at any meeting of 25 or more people. A large number of organizations and clubs took advantage of this offer.

(2) Industrial and Commercial Establishments. The State Committee arranged for cooperative visits by canvassers of different communities to plants and large stores to register employees at work. Coordination was necessary because a plant in a metropolitan area usually employs residents of a number of different communities. Details were worked out with management in advance to avoid undesirable interference with business. The majority of plants permitted registration on company time.

VII. FUTURE PLANS. The campaign will continue through the first week in September when the last date occurs on which people can register for the general elections in November. Intensity, of course, will be varied as results warrant. A drop-off in the weekly rate of registration is expected as the bottom of the barrel is reached and the unregistered group becomes composed primarily of the most confirmed procrastinators. Better weather and longer daylight for evening registration in the neighborhoods, however, can be counted on to counteract this falling-off. New material for all media will be released. A number of special events and similar operations are being held in reserve. One plan, for example, is to enlist every school child in the state to make sure his parents are registered.

VIII. SUMMARY AND CONCLUSIONS. The registration effort in Rhode Island is the most intensive promotion campaign ever conducted in the history of the state. Its results justify the time and money involved—and well illustrate something all PR people should remember:

If you want large numbers of people to do something, provide them with plenty of information and plenty of service to make it attractive and easy for them to cooperate. • •

Pet Peeves — (Direct Mail)

By Albert Carrière

Hartwell, Jobson and Kibbee

The Letter Reads:

1. The intelligent person will read this letter through.
2. Only a man of your discriminating taste will appreciate this opportunity.
3. You are one of the select few to whom we are making this offer.
4. You owe it to yourself and your loved ones to investigate this opportunity.
5. We dare you to refuse this offer.
6. We won't sell this to just any one.

But Seems To Say:

1. We've tried and tried and just can't think of a good opening sentence.
2. This is known as an appeal to the ego. We sure hope it works.
3. But should 150 million other guys jump at the chance, too—well, genius is genius, isn't it?
4. Let's try the home, wife and kiddies appeal; they fall for it every time.
5. We once took a popular course in Psychology, and never quite got over it.
6. No, indeed—he must have a head, two arms, two legs, and a torso.

How the U. S. makes friends abroad

(Continued from page 12)

We sponsored a child art contest in which we asked school kids to tell with paints and crayons what the Marshall Plan had meant to their country. Responses ran above 75,000, and some were so good that *Time Magazine* devoted a couple of color pages to them to show American readers what was going on.

For a considerable period we were releasing about 50,000 balloons a week from our traveling caravans and our Europazug (Train of Europe).

These were stunts, but the message was serious: Europe must unite if she is to live; Europe must produce more if she is to live better.

All this had a ponderable, if not precisely measurable effect.

Commented Anne O'Hare McCormick in the *New York Times*:

"ECA was the title of a great dramatic chapter in the story of international relations . . . thousands in every country who were in direct contact with the organization express a sense of loss, not of material help alone but of moral stimulus and cooperation and counsel in solving problems they could not have solved alone . . . never have they been so ready to acknowledge that the Marshall Plan saved Europe."

That illustrates the uses of informa-

tional support for aid programs. From a negative Communist-inspired belief that the Marshall Plan was bad for them, they changed to an active conviction that the Marshall Plan saved the day for them.

Not long ago I observed our newer operations in Asia. I saw boys going out into Indo-Chinese villages with placards explaining that mosquitoes carried malaria, that DDT killed mosquitoes, and that villagers should co-operate with the Americans who would go around to supervise spraying DDT. The next day I saw workers with arm bands, carrying spraying machines with our emblems. It was a remarkably simple but effective demonstration of the deed and of the word supporting the deed.

From this experience I've drawn two conclusions which I should like to set down before I return to *Potato Preferences*. The first is that the United States will realize full benefits from its overseas aid programs only as they are properly supported, and defended, by effective informational activities. The second is that we will not have such effective activities until we elevate information to a proper status, perhaps set it up under a chief of Cabinet rank with consequent up-grading in pay and prestige of our operators at home and abroad. • •

Industry on the move

(Continued from page 16)

Because of careful advance planning not a single employee not selected or not eligible for transfer to Louisville became a "displaced person." Jobs comparable to those which they had held were found for them within the company or they were helped to find employment with other local industries.

Meanwhile, in Louisville thousands of persons had visited the temporary General Electric office seeking employment. The pressure became so great that it was necessary to publish in the local newspapers an advertisement urging prospective employees to be patient until General Electric could determine more accurately its need for specific kinds of help. In no case, however, was a job applicant turned away from the General Electric office without the courtesy of an interview and the opportunity to file an application for work.

As new employees were hired in Louisville they were given an intensive orientation on the history and operations of the General Electric Company, as well as the many benefit plans for which they were eligible. Extremely effective aids in establishing communication with new employees were information racks and bulletin boards which were placed at strategic locations and a tabloid newspaper which was distributed less than a month after the first new employee was hired.

Because the Major Appliance Division of General Electric was convinced that any sound, long-term public relations program must be based on accurate and complete knowledge of attitudes, an opinion survey was conducted in Louisville within a few months after the breaking of ground for Appliance Park. Information obtained in this study is the basis of a current program to capitalize still further on those things about the company which the community approved and to correct the few misinformed impressions about Appliance Park which existed among a relatively small segment of the population. More importantly, this initial survey will be

used as a bench mark against which the company can measure trends in community attitudes through future repeat surveys.

Over-all, there were two main objectives in the public relations program designed to introduce General Electric to Louisville—first, to gain recognition for General Electric as an asset to the community and second, to build in the community, before hiring was started, General Electric's reputation as a good employer.

While it was obvious from the start that the major effort of the public relations program in connection with the Louisville move would be directed at the new community, other publics were given careful consideration and attention. Among them were the communities from which operations were being transferred, employees to be transferred to Louisville, employees not transferred to Louisville and for whom suitable positions had to be found, and finally, employees new to the General Electric Company who would be hired in Louisville.

To the professional practitioner of public relations, the mechanics described herein may have clinical value as a case history. But to the public at large, not permitted to look behind the scenes, the entire public relations program implemented in connection with the establishment of General Electric's Appliance Park in Louisville can be summed up in a single purpose—to lend additional emphasis to the words of Philip D. Reed, Chairman of the Board of the General Electric Company:

"An industrial organization, for all its lofty buildings, acres of factories, and tons of records, is really a very simple thing—the lengthened shadow of a group of men, a multiplication of hands and brains, an association of people with a purpose . . . it cannot move an inch along the road except on human feet; only human hands can welcome you through its portals; the voice that speaks into its thousands of telephone transmitters is another human voice like your own." • •

A business' greatest competition is for the attention, favor and loyalty of the public; and here it competes not only with other companies in its line, but with every other business, and with its own past performance as well.

Recruiting and training

(Continued from page 18)

purposes which it has developed for itself. Our committee feels that a desirable program should help the staff to:

- Learn more about the basic industries in which General Foods is engaged.
- Become more familiar with the corporation's line and service operations.
- Stimulate thought on how we, as a department, can be of greater assistance to line and service people.
- Learn more about public relations techniques (reading, writing, talking, graphic arts).
- Familiarize ourselves with the application of public relations techniques to specific departmental problems (workshop sessions).
- Get to know better the thinking, philosophy, and problems of our top-level executives.

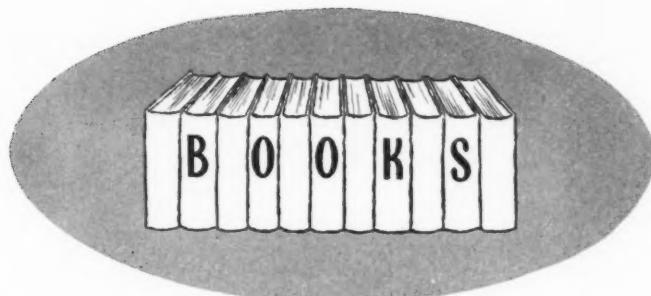
The Committee adds that each training and development session must meet one or more of these purposes. It is their responsibility, under light supervision, to plan the program and make all of the necessary arrangements to make it effective. In this approach there is an exercise in training and development in the very process of planning and accomplishing the training and development.

Any one planning a training program should be sure he has an answer to the simple question "train for what?" Obviously the training must provide for the services the recruit was hired to handle. To let it rest there, though, is to overlook these important long-range considerations which are becoming increasingly persistent with each passing day:

- 1) The far-reaching needs of the company in terms of qualified staff to meet its public relations problems and responsibilities.
- 2) The development of an expanding, dynamic, satisfying career opportunity for the people who provide these services.
- 3) The establishment over the years of a finer body of professional practitioners.

And of these, possibly the third is of greatest significance as we try to look constructively ahead.

The recruiting and training of today is the substance of our profession in the generation to come. • •



HOW TO TALK WITH PEOPLE

By Irving J. Lee. Harper & Brothers, New York, 171 pp. \$2.50.

Reviewed by Pendleton Dudley, Senior Partner, Dudley, Anderson and Yutzy.

Irving J. Lee's *How To Talk With People* is the latest volume in the series of books brought into being as a result of the widening interest in the nature of human communication.

Maybe it was high time that we try to understand why the same words or phrases do not always mean the same things to different persons, and just why it is that emotions usually color and sometimes short-circuit our thinking; why, in fact, we all get into verbal jams.

Dr. Lee, the author of the little volume of 171 pages, is a gentle, eager person who is a Professor of Public Speaking at Northwestern University, and more particularly a student of group deliberations. As he says, he has since 1942 "listened to and taken notes on the deliberations of more than 200 groups."

A reading of his book, which is an outgrowth of this experience, is guaranteed to sharpen the techniques of any public relations man. • •

THE TECHNIQUE OF CLEAR WRITING

By Robert Gunning, McGraw-Hill Book Company, New York, 277 pp., \$3.50.

Reviewed by William H. Baldwin, Jr., Public Relations Representative, National Cotton Council of America.

The trouble with readability books is that the people who should read them don't. Writers of paralyzing prose shun

them like books on how to make love. To be caught with a copy would be to admit some deficiency in this respect.

Still, Robert Gunning has done his part. He presents before-and-after examples proving that almost any kind of business prose will respond to treatment. His anecdotes are handy weapons for the PR writer battling "we know best" officials who claim that weighty thoughts must be put in weighty words. For instance:

"But, judge," insisted the young lawyer before Judge Fitch of Akron, "res ipsa loquatur."

"How's that?" asked the judge.

"Res ipsa loquatur—the facts speak for themselves," said the lawyer.

"Young man," said the judge, "if the facts speak for themselves, let them speak English."

The author, an ex-newspaperman, has fought the good fight against gobbledegook since 1944, when he formed Robert Gunning Associates, a readability counseling firm which has done jobs for the UP, *Newsweek*, *Look*, *Wall Street Journal* and Standard Oil of New Jersey, among others. Unfortunately, he springs from the same cold womb that gave us Dr. Flesch, Dr. Kinsey and their like, all busily reducing our morals, talent or writing style to sets of stark figures. His particular gimmick is the "Fog Index."

To find your own Fog Index: (1) compute the average number of words per sentence; (2) count the three (or more)-syllable words in a 100-word passage; (3) add these two figures and multiply the total by .4. If your copy tests 13 or higher, it is too foggy. *Harper's* has an index of 11, meaning a high school junior can understand it;

Time rates 10 (sophomoric).

"PR departments themselves often set a poor example," Mr. Gunning writes. "Releases that come to a city editor's desk average 13 or 14 in Fog Index . . . Many go into the wastebasket at once because they are not clear to the city editor himself on first reading."

Mr. Gunning submits ten principles of clear writing, one being, "write like you talk." His brave defense of this dubious syntax failed to convince his own publisher, who, on the dust jacket, made it, "write as you talk." Other principles, each of which has its own chapter: keep sentences short; prefer the simple to the complex; use the familiar word; avoid unnecessary words; put action in your verbs; use terms your reader can picture; tie in with your reader's experience; make full use of variety; write to express, not to impress.

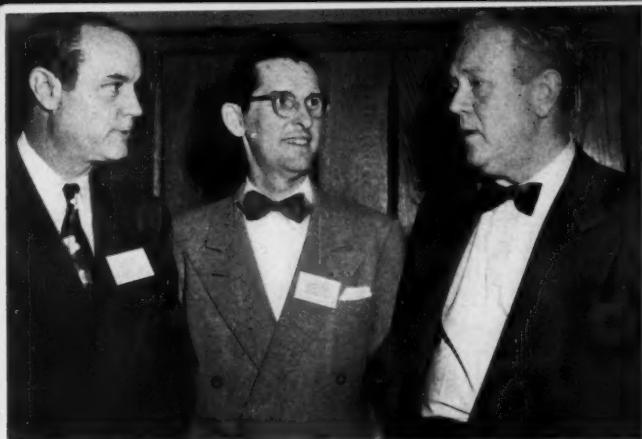
He takes pains to warn against following these rules out the window. He tells of the *New York World* editorial which said G. K. Chesterton "too often mistook his own borborygmus for the rumblings of the universe."

"Borborygmus" is a little-used medical term," Mr. Gunning says. "But the person who takes the trouble to look is up is repaid. It means 'rumbling of the bowels.' Any copyreader who would have removed that word from the editorial should have been fired." Good for Mr. Gunning. What other readability expert would say the same? • •

SCHOYER'S VITAL ANNIVERSARIES OF THE KNOWN WORLD FOR THE YEAR 1952

By Willax and Maxine Allen Schoyer, Bureau of Business Practice, New London, Conn. 176 pp. \$4.50.

This compendium of anniversaries gives significant dates that may have reference value for public relations people who prepare material for house magazines, local celebrations or writing speeches. It is cross-indexed by section, and features daily calendar dates of note, war anniversaries (5 U. S. wars, principal or participant), yearly anniversaries and "people" anniversaries. Proper descriptive material gives important event details. The book is illustrated with period pictures and contains a foreword on how to use the book in "making history usable". • •



Speaking at the fourth annual Virginia Public Relations Conference, March 20-21, at Richmond, PRSA President Ed Lipscomb (left) gave the annual banquet address on "Public Relations Job No. 1." Charles B. McFee, Jr. (center), Executive Secretary, Virginia Retail Merchants Association, who is president of the state group, introduced PRSA member Rex Smith (right), Vice President—Public Relations, American Airlines, New York, who was featured on the luncheon program developing an industrial PR theme.



A recent New York chapter seminar on what to do PR-wise when the bad story breaks proved one of the most successful sessions in months. Seminar principals were (l. to r.): Thomas R. Carskadon, President of the New York Chapter and Chief of The Twentieth Century Fund's Education Dept.; Milton Fairman, PR Director, The Borden Co., who detailed action in a contaminated food-product case; and Buell A. Patterson, Publicity Director, Pan American-Grace Airways, who outlined PR handling of airliner disasters.

NEWS IN VIEW . . .



When the Salt Lake Chamber of Commerce recently celebrated its 50th anniversary, PRSA's Intermountain Chapter (Salt Lake City), arranged radio and television broadcasts featuring some of the industrial leaders taking part. Shown here preparing for a telecast are, l. to r.: Paul Sullivan, Director of PR, Utah-Intermountain District, U. S. Steel; Irving S. Olds, Chairman of the Board, U. S. Steel; George M. Gadsby, President, Utah Power and Light Co.; Alden G. Roach, President, Columbia Geneva Steel Div., U. S. Steel Co.; and Charles R. Cox, President, Kennecott Copper Corp.

The New York Chapter held its first workshop on ethics and principles of PR practice in March and discussed problems from daily experience as background for ethical considerations. Homer N. Calver, right, was Chairman of the meeting (see page 25).



Chapter news notes

DETROIT CHAPTER

"Understanding of the common ground between public relations and advertising is needed not only for individuals to understand each other but for large groups of freedom-loving people to talk with each other," Earl Newsom told a combined meeting of the Detroit Chapter and the Adcraft Club of Detroit, March 21. Mr. Newsom, Senior Partner of Earl Newsom & Co., New York, told some 300 public relations and advertising executives, "we who are engaged in the management of business and industry have come to the necessity of meeting a new challenge—the belief of large numbers of people that they have the right to a voice in the way economic and social conditions develop and therefore a right to a voice in the way we in business and industry conduct our affairs.

"Any private industry, if it hopes to thrive and grow—perhaps even to survive—must have the confidence of large numbers of people. People must believe that it is conducting its affairs not only in its own interest but not against the public interest.

"Thus the two circles of activity, public relations and advertising—intersect to form a common segment—both are concerned with reaching the minds of people," Newsom declared.

"We who deal with public opinion have learned that people are interested

only in those actions or statements or ideas of management which seem to be related to their individual hopes and desires or fears and frustrations.

Huge sums of money are wasted each year in the blind stubborn insistence that this is not so. Managements of all kinds of human institutions—including business and industry—still persist in the notion that when they find themselves at odds with public opinion, the thing to do is to 'educate' the people by giving them what are called 'the facts in the situation.' We are apt to forget that what we mean about 'the facts' is apt to be nothing more than the conclusions or opinions held by management. We become carried away with the conviction that our 'facts' and opinions are the right opinions shared by the 'right kind of people'—people like us.

"One of our most costly errors is our insistence on talking when we could win our objective if we would—as the *Saturday Review of Literature* recently remarked—add to the *Voice of America* an *Ear of America*."

"People," said Newsom, "will not stand still to be educated just because others think they *ought* to be educated."

Newsom decried advertisements in the newspapers, radio or television in which management says what it wants to by signing its name. He said this technique of making reports to the pub-

lic is looked upon with distrust by the public because people believe that the sponsor is trying to "sell them something."

"To often," he declared, "this creates the impression that the sponsor is thinking less in terms of his readers than in terms of his own interests.

A second hurdle is that, because he is accustomed to using advertising for selling things, the sponsor of any public statement tends to put what he has to say in persuasive selling language. The result is that the statement often turns out to be self-conscious and 'preachy'—even braggadocio."

Newsom said it was inevitable that successful patterns for using advertising for public report and public information will develop rapidly over the years ahead. "The most reliable of touchstones," he told his audience, "is the concept of society which the authors of The Declaration of Independence hoped might evolve from the working out of their proposition." • •

PR organization formed in Italy

PRSA national headquarters has just received a communication indicating that Italy is the latest country to form a public relations body. The Instituto per le Pubbliche Relazioni, through its Secretary, Dr. Lorenzo Manconi, has invited the Society to comment on its constitution and proposal for organization. Translation of the document was handled for PRSA by Virgil L. Rankin, Chairman of the Education Committee. Address of the Instituto is Via Cosimo Del Fante 10, Milan, Italy. • •



Robert J. Anderson

CONFERRING with local public relations executives before addressing 300 PR and advertising men in Detroit recently is speaker Earl Newsom, Senior Partner, Earl Newsom & Co., New York. (L. to R.): Charles Carll, Director of PR, Ford Motor Co.; Noble Travis, V.P., Public Relations, Detroit Trust Co.; Newsom; William A. Durbin, President PRSA's Detroit Chapter & PR Director, Burroughs Adding Machine Co.; Felix Bruner, PR Dept., General Motors; Fred Black, PR Director, Nash-Kelvinator Co.

NEW PRSA MEMBERS ELECTED DURING 1952

CHICAGO CHAPTER	23
CINCINNATI	11
COLUMBUS	3
DETROIT	8
HOUSTON	3
NEW YORK	24
NORTHEAST OHIO	5
NORTH TEXAS	2
ST LOUIS	2
SAN FRANCISCO	2
SOUTHERN CALIFORNIA ..	4
TOLEDO	1
WASHINGTON	7
WISCONSIN	17
MEMBERS AT LARGE	54
TOTAL	166

(Total membership—1256)

New York Chapter holds workshop on ethics

FOUR CASE HISTORIES of interest to Society members were discussed in New York recently at a workshop session sponsored by PRSA's New York Chapter.

Most controversial of the issues considered was one posed by Thomas Cotton, pinch-hitting as a panel member in the absence of Stephen Fitzgerald. It concerned a manufacturing firm employing a PR director whose activities were confined mostly to pamphlets and routine publicity releases. The executive vice president of the company became aware of public relations on a somewhat broader scale and promptly invited an outside counselor to make a survey and submit a proposal.

Question: should the counselor advise the company's PR man of this assignment, even though requested by the vice president not to do so?

Some said professional ethics would compel the counselor to either inform the inside man or turn down the job. They cited standards of the medical and legal professions to support their views. Others took a more practical stand, holding that the counselor could proceed as directed without sacrificing ethics. One member regarded the issue as clearly a problem for the vice president. Wide difference of opinion prevailed on this case and no agreement was reached.

Earlier in the evening Thomas Yutzy, Chairman of PRSA's Committee on Standards of Professional Practice, asked the group to decide a problem of a different sort. A PR firm had created and successfully used a syndicated newspaper column for one of its clients. In time the client took his business elsewhere.

Question: can the PR firm then use the column for another client in the same field?

It was pointed out that good PR practice might anticipate such a problem, covering it by memo in advance. And the column could be said to belong to the PR firm's stock in trade, to be utilized for a new client as part of an over-all service. It was generally agreed that if the first client had no objection there would be no loss of ethics in reusing the column.

The group then considered another case history described by Mr. Yutzy. Some factory workers are overcome by

gas. When the company PR man tries to give the complete story to the local paper, he is instructed by management to withhold all details in typical "no comment" fashion.

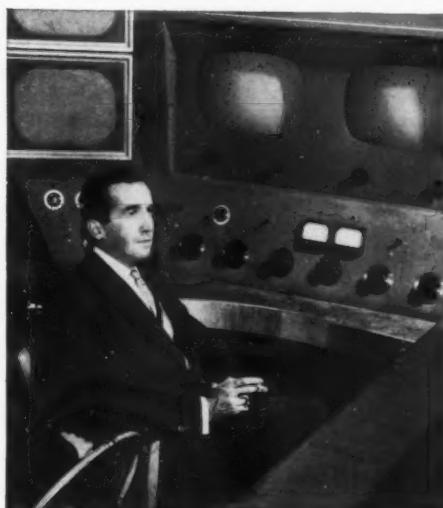
Question: should the PR man in this spot submit his resignation?

On a strictly ethical basis, yes. But if he is new on the job and believes he

can eventually bring management to a better understanding of PR, he should stick it out. In the actual case in point, Mr. Yutzy revealed the PR man had been battling management's views for two years. So, three months after the gas incident, he quit.

The panel session then looked at a trade association problem. The association's PR man is doing an industry-wide job. One member of the association, more aggressive than the rest, shrewdly times its own promotional ac-

(Continued on page 26)



From Alcoa customers,
from Alcoa employees,
from leaders of industry
and people
in all walks of life
have come spontaneous
expressions of
appreciation for
"SEE IT NOW"



ALUMINUM COMPANY OF AMERICA

Pittsburgh, Pennsylvania

"May we compliment you, the CBS network and Mr. Murrow on what is surely one of the best programs to be developed on television . . ."

"The writer appreciates Alcoa's public service program . . . especially the commercials . . . which do not distract the listener from the content . . ."

"One is left with a satisfaction of having tasted a rare intellectual treat . . ."

"Educational, interesting, and different from any other program now on TV . . ."

"The informality of the program delights me . . ."

"I was impressed with the high quality and good taste . . . the non-interference of the commercials is in marked contrast with most . . ."

"Presented . . . in a manner that appeals to all thinking people . . ."

"Allow me to express my thanks as a teacher of radio reporting for bringing 'See It Now' to our city . . ."

"Renders a genuine service with dignity and modesty . . . like a breath of fresh air to its audience."

"A grand program . . ."

"I can say for all of us in this office that we are proud of our initial efforts on TV . . ."

"I am very proud that we are sponsoring such a high-grade program . . ."

"You have raised my opinion of TV . . . thanks for so worthy a public service . . ."

"I rate it as the best of all informative and educational programs . . ."

"When you announce it as a public service, all I can say is 'Amen'."

"Your enlightened sponsorship is winning new friends."

N. Y. Chapter holds workshop on ethics

(Continued from page 25)

tivities to follow in the wake of the association effort, thus gaining considerable advantage.

Question: should the association PR man try to discourage the aggressive member, or should he inform other members of what's happening and advise them to get on the bandwagon with similar campaigns? It was pretty generally agreed that an ethical course would include full dissemination of ideas to all members with recommendations for wider promotional efforts.

Homer N. Calver, Chairman of the workshop, opened the meeting with these words: "The basis on which we planned this meeting was to try to put into words what our beliefs are and amongst ourselves try to hammer out

some principles that have a reasonably broad base of acceptance.

"As a starting point, we have the Standards of Professional Practice which, though it may not be perfect in all details, is a starting point. But no code of this kind can foresee all the possible problems that might arise under it. Indeed, our code of practice in the public relations field is going to have to be something like the English Constitution, a body of laws and decisions arrived at over a period of time. On the foundation of the code, we tonight have the privilege of laying the first building block in this edifice. Other building stones will be fashioned in other groups like this and by the decisions in actual cases that may arise." • •

Welcome to new members

The Executive Committee of the Public Relations Society of America is pleased to announce the following elections to Society membership. (Complete addresses given in "Postings," April issue of the JOURNAL.)

Active Membership

Allen D. Albert, Jr.	Robert J. Kelly
Herbert B. Bain	Claire A. Kohn
J. Roy Bardsley	Chess Lagomarsino, Jr.
George Black	Thomas J. Liston
William P. Blackmon	M. Ishwar Raj Mathur
Leggett Brown	James W. Mitchell
Richard W. Dittmer	George D. Nickel
Robert O. Dunn	Wilbur J. Peak
Douglas O. Durkin	A. Lee Rogers
M. Earl Fields	Philip G. Rozelle
Herbert P. Grenda	Troy B. Stone
Larry O. Guerin	George S. Wells
Lambdin Kay	Scott Wilson

Associate Membership

Paul Douglas	Franklin E. Loy
George R. Ewing	Curtis M. Smith

Chicago forum

(Continued from page 23)

"PR and the 3 R's—Economic Education for Youth," will be moderated by Reynolds Seitz, Vice Chairman of the Clinic and Director of the Chicago Division, Medill School of Journalism. Panel members will be John Burger, Minneapolis, Director, Educational Service, General Mills; E. T. McSwain, Dean of the School of Education, Northwestern University; and John Beaumont, Springfield, Illinois, Chief of Business Education Services, Illinois Department of Public Instruction.

"Economic Education in Industry" is the afternoon panel session theme. Mr. Reitinger will preside, and panel members will include Walter Barlow, Princeton, N. J., Vice President, Opinion Research Corporation and Chairman of PRSA's national Research Committee; Wade Fetzer, Jr., Chicago, President, W. A. Alexander Co.; and Howard W. Bennett, Manager of Economic Training for General Electric of New York.

Because initial reaction to the Clinic theme and program indicates a broadening interest in this type of presentation, the Chicago Chapter, through its President, is extending an invitation to all PRSA members throughout the nation to put Chicago on their schedule for May 13. • •



Howard Chase, left, Director of PR for General Foods Corp., and a Director and former Vice President of PRSA, is shown with Walter Williams, Chairman of the Citizens-for-Eisenhower campaign, as they discussed the progress of the campaign at its national headquarters in New York. Mr. Chase has been named a full-time consultant to the campaign, and has taken a leave of absence without pay from General Foods.

Membership Postings

The By-Laws of the Society require that applications for membership be posted 30 days before being submitted to the Executive Committee for approval. Members desiring to comment on the following applicants should write the Eligibility Committee, Public Relations Society of America, Inc., 2 West 46th Street, New York 36.

Active Membership

Henry E. Abt, President, Brand Names Foundation, 37 W. 57th St., N. Y. 19, N. Y. Sponsors: William G. Werner and J. Handly Wright.

John Newton Baker, Director of PR, The Florida State University, Tallahassee, Fla. Sponsors: Edward D. Whittlesey and Ed Lipscomb.

J. Hampton Baumgartner, Mgr. of PR, Delaware, Lackawanna and Western Railroad, 140 Cedar St., N. Y. 6, N. Y. Sponsors: Franklyn Waltman and Samuel D. Fuson.

Raymond F. Blosser, Mgr., PR, New York Central System, 466 Lexington Ave., N. Y. 17, N. Y. Sponsors: L. W. Horning and George J. Kienzle.

William W. Boddie, Director of PR, Texas Division, The Dow Chemical Co., Freeport, Texas. Sponsors: Harry C. Webb and George Kirksey.

Arthur S. Bostwick, Associate Dir. of Publicity, Fuller & Smith & Ross, Inc., 1501 Euclid Ave., Cleveland 15, Ohio. Sponsors: Paul Brokaw and Edmond C. Powers.

Joseph E. Chope, Regional Mgr., Dept. of PR, General Motors Corp., 1104 Terminal Tower Bldg., Cleveland 13, Ohio. Sponsors: Edgar S. Bowerfind and George C. Frank.

Chas. U. Coggins, Jr., Owner, Coggins Advertising Agency, 520 Stahlman Bldg., Nashville 3, Tenn. Sponsors: Maxwell E. Benson and Theodore O. Yoder.

Oakley W. Dexter, Assistant VP and Division Mgr., Crown Zellerbach Corp., 719 White Bldg., Seattle 1, Washington. Sponsors: William D. Welsh and James D. Zellerbach.

Linton B. Dimond, In Charge of Stockholder Relations, General Motors Corp., 3044 West Grand Boulevard, Detroit 2, Mich. Sponsors: LeRoy H. Kurtz and Anthony De Lorenzo.

J. E. Fain, Managing Dir., Georgia Chain Store Council, 1418 Healey Bldg., Atlanta 3, Ga. Sponsors: J. C. Haynes and James H. Cobb.

Prescott C. Fuller, Mgr., PR Dept., American Cyanamid Co., 30 Rockefeller Plaza, N. Y. 20, N. Y. Sponsors: Brahma C. Hutchins and Thomas D. Yutzy.

Edgar M. Gemmell, Mgr., Regional PR Office, E. I. du Pont de Nemours & Co., Inc., Raymond Commerce Bldg., Newark

2, N. J. Sponsors: Harold Brayman and Glen Perry.

David Goodman, Public Relations-Supervisor, News Bureau, General Electric Co., 4855 Electric Ave., Milwaukee 14, Wis. Sponsors: Ted Cox and Ben Barkin.

John L. Henrikson, Southeastern District Representative, Oil Industry Information Committee of the American Petroleum Institute, 801 Healey Bldg., Atlanta 1, Ga. Sponsors: James H. Cobb and Bradford D. Ansley.

Jack R. Hight, Mgr. of Adv. and PR, Sharon Steel Corp., Drawer 537, Sharon, Pa. Sponsors: Edgar S. Bowerfind and Frank A. Uniack.

William V. Humphrey, Publicity Dir., Pabst Sales Co., Sales Division of Pabst Brewing Co., 221 N. La Salle St., Chicago 1, Ill. Sponsors: Scott Jones and Lawrence W. Rember.

James K. Hunt, Technical Adviser, PR Dept., E. I. du Pont de Nemours & Co., 10th and Market Sts., Wilmington 98, Del. Sponsors: Harold Brayman and Glen Perry.

Nelson B. Moore, Owner, Nelson B. Moore and Associates, 630 National City-East Sixth Bldg., Cleveland 14, Ohio. Sponsors: Don Short and Edmond C. Powers.

Joseph Michael Murphy, Director of PR, Houston National Bank, 202 Main at Franklin Ave., Houston 2, Texas. Sponsors: Leonard S. Patillo and Conrad H. Collier.

John W. Murray, PR Director, American Cotton Manufacturers Institute, 271 Church St., N. Y. 13, N. Y. Sponsors: Ed Lipscomb and William G. Werner.

Leonard P. Niessen, Mgr. Adv., PR & Business Research, Cutler-Hammer, Inc., 315 N. 12th St., Milwaukee 1, Wis. Sponsors: Greta W. Murphy and Kenneth W. Haagensen.

Roy W. Peet, Secretary-Manager, Association of American Soap & Glycerine Producers, Inc., 295 Madison Ave., N. Y. 17, N. Y. Sponsors: William G. Werner and Ed Lipscomb.

Preston E. Reed, Executive VP, Financial Public Relations Association, 231 S. La Salle St., Chicago 4, Ill. Sponsors: George M. Crowson and C. A. Hemminger.

Neil B. Reynolds, Public Relations, General Electric Co., 1 River Rd., Schenectady 5, N. Y. Sponsors: Albert D. Freiberg and Claude Robinson.

Al B. Richardson, Director of PR, Life Insurance Co. of Georgia, 573 West Peachtree St., N.E., Atlanta, Ga. Sponsors: James H. Cobb and Bradford D. Ansley.

Mrs. Virgene Robinson, Dir. of Publicity, Arkansas Resources and Development Commission, 104 State Capitol, Little Rock, Ark. Sponsors: C. Armitage Harper and Phillip G. Back.

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Gordon H. Turrentine, VP, South Texas National Bank, 213 Main St., Houston 1, Texas. Sponsors: Conrad H. Collier and George Kirksey.

Frank N. Youngman, VP & Director, Crown Zellerbach Corp., 1400 Public Service Bldg., Portland 4, Oregon, Sponsors: William D. Welsh and James D. Zellerbach.

Associate Membership

Clifton A. Agnew, Public Relations, The Hoover Co., North Canton, Ohio. Sponsors: Rodney C. Sutton and Paul L. Eden.

Sherman W. Clark, Mgr. Agricultural
(Continued on page 30)

Ford produces film on PR department functions

Ford Motor Company has just released a new 16-mm motion picture, "The Silent Voice," made to show the purpose and operations of a public relations staff in a large industrial organization. The film, in color, runs 25 minutes.

It will be added to Ford motion picture libraries throughout the country and distributed free of charge to interested groups who request it. "The Silent Voice" first describes public relations as a concept in terms of personality and character of a business or industrial company. It develops the idea that a good personality and character are prerequisite to effective public relations.

Having established a concept of public relations, the documentary goes back-stage to reveal how a public relations department is organized and how it functions. It shows PR men and women at work interpreting the personality of their company through mass communication, and through such things as dramatic special events and



Members of Ford's PR Department and its motion picture staff are shown making scenes for the company's public relations film, "The Silent Voice." This view was taken from a huge water tank in the River Rouge section looking down at the plant area which covers 1,196 acres.

plant tours. We see reporters, photographers, speech writers, movie makers, special events men, community relations people, and other specialists in kaleidoscopic on-the-job sequences.

Climax of the film is a midnight fire in the plant, which arouses public relations staff members who assist newspaper reporters and photographers in covering a fast-breaking story. • •

New England group meets



PRSA'S New England Chapter officers and guests attended a dinner reception for Ed Lipscomb and Robert L. Bliss following a Chapter luncheon meeting in Boston at which the PRSA executives were chief speakers. Seated, left to right: Clark Belden, New England Gas Association, Chapter Vice President and PRSA Executive Committee member; Prof. N. S. B. Gras, Harvard University; Lipscomb; Donald B. McCommand, Monsanto Chemical Company, Chapter President; Ten Eyck Lansing, Ten Eyck Lansing Associates, Chapter Secretary. Standing, left to right: Edward G. Twohey, President, Malden & Melrose Gas Light Company; Bliss; Virgil L. Rankin, Boston University; O. A. Schlaikjer, Federal Reserve Bank of Boston; Richard P. Waters, John Hancock Mutual Life Insurance Company; Walter R. Guild, Guild Associates; Eugene L. Belisle, Harvard School of Education; and Walter Raleigh, New England Council.

Membership Discontinued

Alan Charles Hess, Austin Motor Company, Ltd., Birmingham, England

Lawrence K. Irvin, Jr., California Farm Bureau Federation, Berkely, Cal.

George E. Vance, Texsun Citrus Exchange, Weslaco, Texas (Deceased)

Short appointed acting head of PRSA Committee on PR

Don Short, Minneapolis PR Consultant who is President of PRSA's Minnesota Chapter, has been named Vice Chairman of PRSA's Public Relations Program Committee. During the leave of absence of W. Howard Chase, who recently joined the national headquarters executive staff of Citizens for Eisenhower, Mr. Short will be acting chairman of the committee. • •

PRSA ANNUAL CONFERENCE

HOTEL STATLER
WASHINGTON, D. C.

November 23, 24 and 25
OPEN TO BOTH MEMBERS AND NON-MEMBERS

PEOPLE

(•) indicates PRSA members

W. J. Amoss • Vice President, New Orleans Public Service, Inc., has been named Executive Vice President, Valentine Sugars, Valentine Plantations, and Valite Corp., New Orleans.

Ludwig Caminita, Jr. • Washington, D. C. PR Counsel, has been named Special Consultant on PR, U. S. Dept. of Commerce, Washington.

Ann E. Stevenson • formerly PR executive in Cleveland headquarters of the Chesapeake & Ohio Railway, and Secretary of PRSA's Northeast Ohio Chapter, has transferred her activities to the company's Washington, D. C. headquarters where she will coordinate PR activities of the C & O passenger and operating departments.

Colonel Edward F. Brown • Assistant to the President, National Dairy Products Corp., New York, has been named Vice President.

Willard Hawkins • formerly PR Director of Arkansas Resources & Development Commission, has established his own consulting firm in Little Rock, Ark.

Samuel A. Montague • until recently Information Officer of the U. S. Embassy in Mexico, has formed a PR firm, Public Relations International S. A., in Mexico City, with Robert E. Hervey, formerly with Ford Motor Co., of Mexico.

Harold A. Smith • former PR Director, Young & Rubicam, Inc., and Associate Director of PR, American Gas and Electric Co., and Allen Rose, formerly with Hill and Knowlton, Inc., New York PR firm, have formed Smith, Rose & Company, with offices at 270 Park Avenue, New York City. Mr. Smith serves on the Editorial Committee of the JOURNAL.

Paul Sullivan • Director of PR for the Utah-Intermountain District of United States Steel, and **Joel F. Priest, Jr.**, • PR Director for Union Pacific Railroad in Salt Lake City, are among six leaders from the fields of business, industry and education who have been booked as guest lecturers for the spring quarter class in public relations at Brigham Young University.

(Continued on page 31)



MANY SAMPLES of recruiting booklets are included in the show of employee literature on display at the Graphic Arts Gallery of the Charles Francis Press, Suite 1620, 461 - 8th Avenue.

The preparation and printing of employee literature, whether in the form of employee handbooks, recruiting brochures or house magazines, forms a large portion of the work performed by the Charles Francis Press.

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Membership postings

(Continued from page 27)

Dept., Texas Gulf Sulphur Co., 1013 Second National Bank Bldg., Houston 2, Texas. Sponsors: Harry C. Webb and Malory McDonald.

V. Benner Dowe, Personnel Dir. and Ass't. to PR Director, Texas Gulf Sulphur Co., 1014 Second National Bank Bldg., Houston 2, Texas. Sponsors: Harry C. Webb and Malory McDonald.

Harold F. Hale, Jr., Ass't. to the Dean in Charge of PR, Utica College of Syracuse University, 520 Plant St., Utica, N.Y. Sponsors: Marvin W. Topping and Raymond Simon.

Donald M. Kuhn, Director of PR, Tuberculosis Institute of Chicago and Cook County, 1412 W. Washington Blvd., Chicago 7, Ill. Sponsors: Alice V. Donahue and Troy Knowles.

Val Jean McCoy, PR Field Representative, Shell Oil Co., P.O. Box 2099, Houston 1, Texas. Sponsors: Douglas B. Hicks and Conrad H. Collier.

Thurman T. McLean, Executive Sec'y., The Tennessee State Dental Association, 902 Bennie Dillon Bldg., Nashville 3, Tenn. Sponsors: Maxwell E. Benson and Ed Lipscomb.

Robert J. Stone, Public Info. Officer, State of New Jersey, Dept. of Defense, Division of Civil Defense, Room 103, State House Annex, Trenton 7, N.J. Sponsors: Robert Nathans and John E. Sattler.

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PUBLIC RELATIONS JOURNAL

People

(Continued from page 29)

Hal Davis • Vice President in Charge of Promotion and Publicity, has been elected to the Board of Directors, Kenyon & Eckhardt, New York.

Appointment of Francis C. Pray • to the newly created position of Public Relations Counselor at the University of Pittsburgh, was announced today by Chancellor R. H. Fitzgerald. Mr. Pray, who is at present Assistant to the President, in charge of PR, at Hofstra College, Hempstead, N. Y., will join the University staff on July 1.

William H. McGaughey • has joined the Nash-Kelvinator Corporation as Assistant to George Romney, Vice President and Chairman of the Operating Committee, it was announced by George W. Mason, President. A member of the Automobile Manufacturers Association staff for thirteen years, Mr. McGaughey has been Manager of its PR Dept., for the past ten years, including four as head of the Automotive

Council for the War Production public relations staff. He is a member of PRSA's Board of Directors.

Sheldon, Morse, Hutchins and Easton, Inc., New York PR firm organized in 1931, changed its name to Opinion Builders, Inc. effective April 1. **Robert Nathans** • has been named President succeeding **Brahna C. Hutchins** • resigned. Headquarters will continue to be at 420 Lexington Ave., New York 17. Mr. Nathans joined the firm in February, 1946, as account executive and was elected a vice president that year. He had been head of his own public relations organization prior to service with the 20th Air Force in World War II. Mrs. Hutchins, who joined the company in 1940, became its president in 1946.

DIED:

PRSA national headquarters has just received word of the passing in February of **George E. Vance** • PR Director, Texsun Citrus Exchange, Weslaco, Texas.



KEYNOTE SPEAKER at the fourth annual Virginia Public Relations Conference, Richmond, Virginia, March 20-21, was PRSA Executive Vice President Robert L. Bliss, New York. Speaking on the subject "What Does Public Relations Demand of You?", Bliss stressed the needs of the growing profession and the responsibilities and requirements that it justly places upon present-day practitioners.

University features PR leaders

In an effort to make his classes in public relations as practical as possible, Marvin M. Black,* PR Director, University of Mississippi, will feature guest lecturers from business, government and labor during the spring semester.

Among those appearing in the classroom program are:

William G. Werner,* Director of PR, The Procter & Gamble Co., Cincinnati; John T. Thacher,* Vice President in charge of PR, National Association of Manufacturers, New York; E. Huber Ulrich,* Director of PR, Curtis Publishing Co., Philadelphia; Stanley H. Ruttenberg, Director of Education and Research, Congress of Industrial Organizations, Washington, D. C.; Vaughan Bryant, Private Enterprise Cooperation Office, Department of State, New Orleans; Monsieur Pierre Millet, Counselor to the French Ambassador, Washington, D. C.; Señor A. Cirera, Consul of Spain, New Orleans; A. D. Francis, British Consul-General, New Orleans; George M. Crowson,* Assistant to the President, Illinois Central Railroad, Chicago; Ernest B. Stewart, Jr.,* Director of Publicity, National Cotton Council, Memphis.

* PRSA members—Editor



HISTORY WAS MADE recently when the respective National Chairmen of the two major political parties met by pre-arrangement, permitted themselves to be photographed amicably together, and then issued a joint statement.

This extraordinary meeting between Frank E. McKinney, Chairman of the Democratic National Committee, and Guy G. Gabrielson, Chairman of the Republican National Committee, was arranged under the auspices of the bipartisan Citizens Committee for the Hoover Report.

According to available records, only once before in the history of the nation have the two opposing national party chieftains been brought together. Back in the late 1920s John J. Raskob of the Democrats met briefly with the Secretary of the In-

terior Hubert Work, then Republican National Chairman, but the meeting was reportedly coincidental and not during an election year.

Now, on the eve of a vigorous campaign, the opposing party stalwarts met to demonstrate vividly the unity of support by both parties to the salient features of the bipartisan Hoover Commission's recommendations—approximately 55% of which have become law by congressional action or executive order.

Shown at the Washington meeting (left to right): Mr. Gabrielson; Charles B. Coates, PRSA member who is Vice Chairman and General Manager, Citizens Committee for the Hoover Report; and Mr. McKinney.

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THE HOPPER

PR training

I was pleased to see in your March issue the paper by Professor Donald Krimel concerning the conduct of his course in public relations.

Here at The George Washington University we have held the same doctrine with regard to the instruction in this subject. We feel that a good public relations man should be a broad man sharpened to a point. His general education should be sound, and then the separate facts tied together with proper public relations doctrines and techniques. This is most vital because of the wide variety of factors with which a practitioner must deal, and also because a basic professional policy and ethics must govern. . . . By training students this way we hope—as Professor Krimel also hopes—to assist in building public relations into a real profession.

ELBRIDGE COLBY

The George Washington University
Washington, D. C.

Likes professional quality

I think the professional quality of the articles in the PUBLIC RELATIONS JOURNAL is improving considerably. For example, the pieces by Martin Dodge and J. Vance Babb in the March issue.

JOHN L. MORTIMER

Director, Public Relations
Southeast and Gulf Southwest Districts
United States Steel Corp.
Fairfield, Ala.

Articles used

You will be interested to know how your fine magazine's articles are being put to practical use.

Frederick W. Bertram's article on better letters in the February issue led us to the Johns-Manville better-letter program, and eventually resulted in a most successful training session of our own.

As a public relations firm, we sometimes do a better job for our clients than ourselves. Your fine articles certainly helped us improve ourselves.

WALTER W. REED

Associate
Cumerford, Inc.
Kansas City, Mo.

Elementary school PR

Our school system has started working on a public relations program for our schools, teachers, and parents. As you realize, this is a new field in the elementary schools, and as I am in charge of preparing a handbook for use by the teachers in our system, I ask your help in directing me to some industrial public relations guidebooks, rules, pamphlets, regulations or systems set up by business in dealing with their public.

We would certainly appreciate any type of information regarding public relations and how it works. We realize your industries have been doing a fine piece of work in this field.

MARDIS FOSTER

First Grade Teacher

Richmond Schools

Richmond, California

(Can readers help? — Editor)

Request for case histories

. . . We would like to study a number of case histories of specific public relations problems and their detailed solutions, in order to learn about the various techniques and methods. In this connection we intend to study problems concerning company structure, objectives, programs, performance, success or mistakes, with a view to the fields of public relations, the public interest, public service, public opinion and public confidence.

Do you think it possible to inform some of your members about our plans? Perhaps we could get some case histories, etc. This would help us very much.

PROFESSOR H. WILKE.

Director

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(Can readers help? — Editor)

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catalogs, direct mail), photographer, sales
engineer, machine tool sales and advertising
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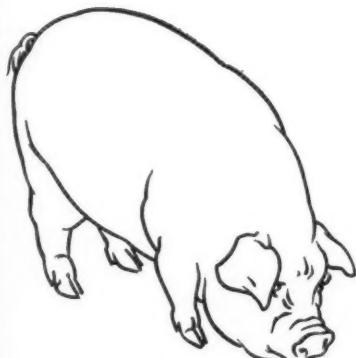
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where program has significant status with
management; where PR patterns and paces
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tions . . . Prefers NYC metropolitan area
but will relocate. Age: 44. College de-
gree. Resume. Salary \$8,000. Box P-5.

PRSA CALENDAR

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Hotel, New Orleans, Louisiana.

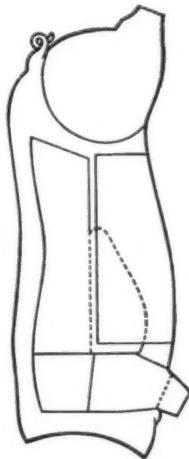
November 23-25, 1952—PRSA Fifth
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Pigs are not all Pork Chops



240 lbs.

Live Hog



180 lbs.

Wholesale Weight



150 lbs.

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CENTER CUT PORK CHOPS	10
PORK SAUSAGE	8
MISC. CUTS	5
SALT PORK	7
LARD	35

The price of pork chops is one item in the "cost of living" that almost any woman—or economist—can quote off hand.

Although this figure has become almost symbolic of the level of meat prices, *only about 5% of a pig is center cut pork chops!*

A 240-pound porker, when dressed by the meat packer, comes down to 180 pounds of wholesale weight—unprocessed fresh meat cuts and fat for lard. Some of these cuts lose more weight when they are boned, cured, smoked or otherwise prepared. This leaves

only about 150 pounds of pork products for the retailer to sell. And only 10 pounds are center cut *pork chops*.

That's why you pay more for pork chops than for most other cuts of pork. For, from sausage to pork chops, the price of each cut is determined largely by how much there is of it and how much people like it.

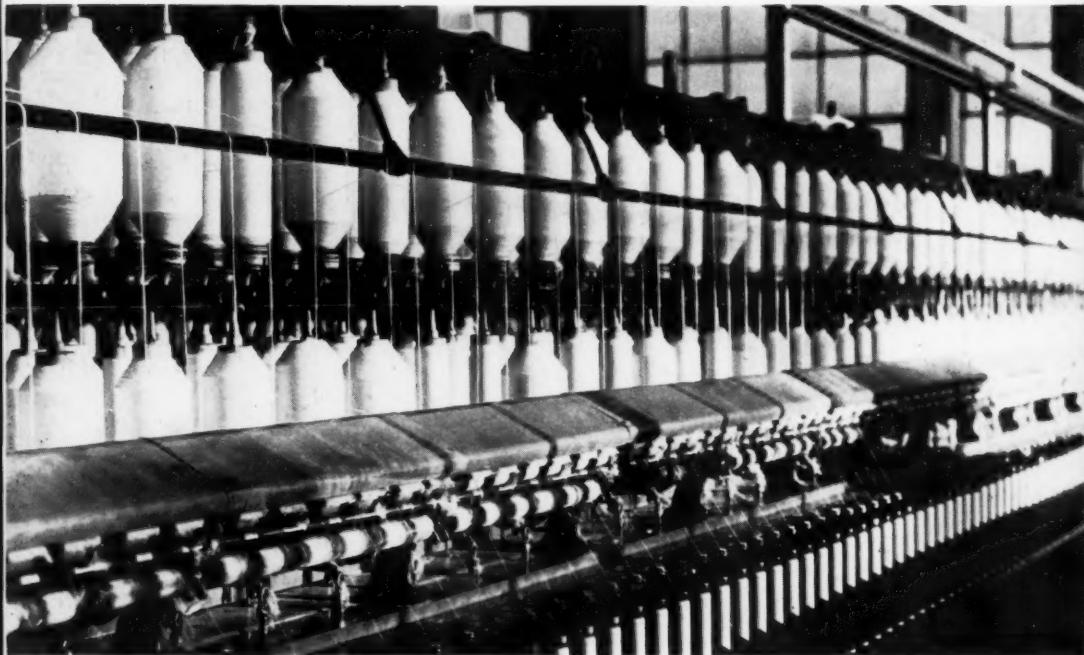
Economists call this the law of supply and demand. Women call it "shopping." They compare, pick, choose. In a free market, their choice sets the values.

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BETTER COTTON QUALITY THROUGH SCIENCE



Cotton today is not just cotton. The manufacturer who makes delicate laces doesn't want the same kind of cotton as the one who makes work clothes. The shirt maker isn't likely to use the same cotton as the awning factory.

To an ever increasing extent, the sciences of genetics and plant breeding are enabling the cotton industry to provide its customers with a varied assortment of cottons that have different lengths and strengths, with cottons that are fine or coarse—in short, with cottons more readily adaptable to end use requirements.

To determine with exactness the cottons best suited to specific uses, and how they can be processed most efficiently, an industry-wide research program is going forward under the leadership of the Textile Research Institute at Princeton, New Jersey. Cotton merchants, textile mills and the United States Department of Agriculture are combining their facilities and know-how in the conduct of exhaustive physical, mechanical, and processing tests on a broad range of cottons at each stage of processing.

The scientific facts learned from the Textile Research Institute cotton research program will point the way to more efficient use of our fiber resources, and to higher quality cotton products for all of us.

These are facts we want the country's leading PR men to know about the country's leading fiber.

—NATIONAL COTTON COUNCIL

